

CALVARY BAPTIST ACADEMY + HIDDEN TREASURES PRESCHOOL

# STRATEGIC PLAN

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# EXECUTIVE SUMMARY

Calvary Baptist Academy (CBA) and Hidden Treasures Preschool (HTP) are both vital and growing ministries of Calvary Baptist Church. HTP exists to provide preschool children with an excellent education and quality child-care in a safe, Christ-centered environment from a loving and caring staff.

From its inception, the goal of CBA has been to help Christian parents train their children according to the principles of God's Word. We have always believed that when the home, church, and school join together to teach the same values and biblical principles of life, we will be more successful in rearing our children to know, love, and honor our Lord and Savior Jesus Christ.

Developing the right Philosophy, Program, Personnel, and Plant are essential in training our students not just to take their place in society but to take their place in society and impact that society for Christ. CBA remains committed to partner with parents to provide an excellent academic education from a biblical worldview and teach Christian character and servant leadership to each and every student.

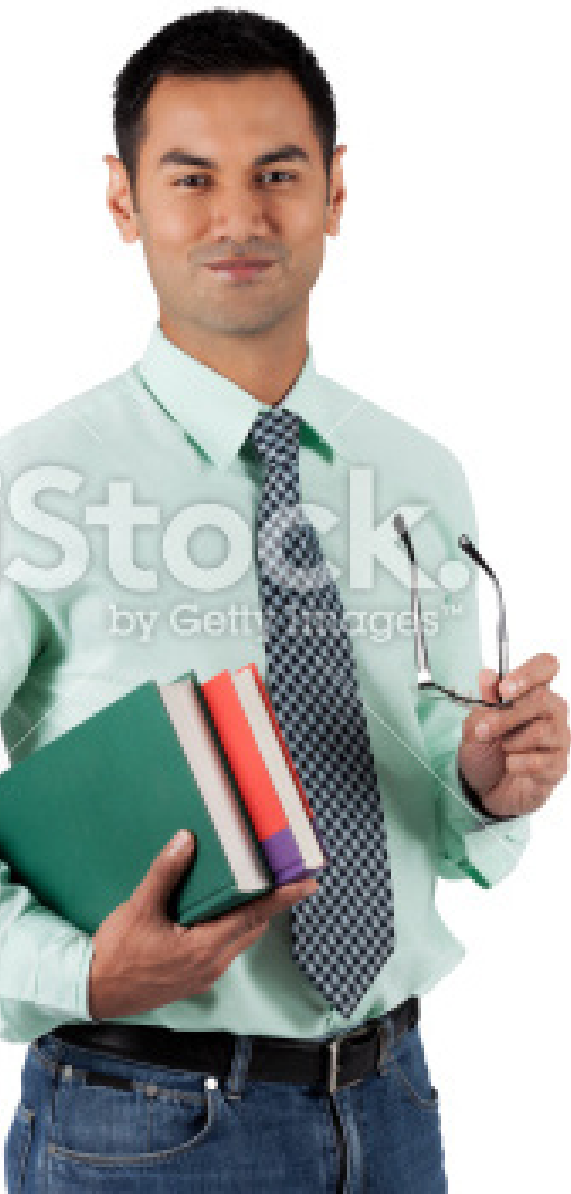
It is our vision to be a leader in Christian education in the mid-Michigan area, developing servant leaders who impact the world for Christ. We aspire to be recognized both locally and around the world for the: quality of our staff & facilities, excellence of our academics & Christian character development, and service of our students & graduates.

This vision will be accomplished through the pursuit of four strategic objectives:

- 1. INVESTING IN OUR FACILITIES** to meet the growing needs of our organization and ensure the quality, excellence and stewardship of our capital investments.
- 2. INCREASING COMMUNITY AWARENESS** to enhance our presence and service in the community.
- 3. DEVELOPING OUR WORKFORCE** to enhance the quality of our staff, excellence of academic instruction, and availability of educational support.
- 4. STRENGTHENING OUR FINANCIAL BASE** to provide for the long term sustainability of our organization and increase the breadth of funding available for growth.

The following pages provide a brief summary of the major milestones in our history and then review the key elements of our strategic plan for the future: our mission, vision, core values, key goals, strategic objectives, tactics and implementation roadmap.

God has richly blessed both CBA and HTP over the years. We look forward to seeing the exciting things that He has planned for this ministry and ask for His wisdom as we faithfully pursue the vision He has given to us.



# PLANNING TEAM

- Patrick Brown
- Michael B. Gee
- Jeanie Reece
- Pastor Mike Reece
- Judy Romig
- Tom Singletary
- Pastor David Warren

## MISSION }

### Hidden Treasures Preschool

As an outreach ministry of Calvary Baptist Church, HTP exists to provide preschool children with excellent education and childcare in a safe, Christ-centered environment from a loving and caring staff.

## MISSION }

### Calvary Baptist Academy

As a ministry of Calvary Baptist Church, Calvary Baptist Academy exists to assist parents in training students for a life of service, defense of the faith and obedience to God's will for their lives through academic excellence in a Christ-centered educational environment.

## VISION

To be a leader in Christian education in mid-Michigan, developing servant leaders who impact the world for Christ,

Recognized for the following:

- Quality of our Staff & Facilities
- Excellence of our Academics & Christian Character Development
- Service of our Students & Graduates

# CORE VALUES

**1. BIBLICAL WORLDVIEW:** We are committed to integrating Biblical truth into all areas of the curriculum and school program because the Bible is the final authority for the Christian relating to matters of faith and practice. (II Timothy 3:16; Romans 1:20, 12:2)

**2. ACADEMIC EXCELLENCE:** We are committed to providing a quality learning experience that engages students and equips them to reach their full potential for life in Christ. (Luke 2:52)

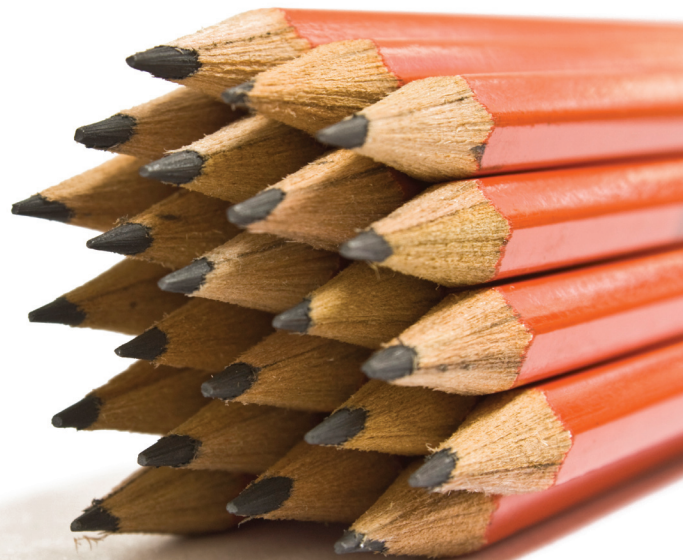
**3. PARTNERSHIP:** We are committed to collaborating with parents and the church to enhance each student's character, learning, and development. (Deuteronomy 6:4-9; Proverbs 22:6)

**4. CHARACTER DEVELOPMENT:** We are committed to being like Christ by demonstrating personal integrity, sacrificial love and respect for others. (John 13:34, Titus 2:7-8)

**5. SERVANT LEADERSHIP:** We are committed to developing effective leaders with a heart for service who use the gifts God has given to them to impact their family, school, church, community, and the world for Christ. (Matthew 20:25-28; Philippians 2:5-7)

**6. OUTREACH:** We are committed to presenting the message of Jesus Christ to the world so that we can be used by God to reach the lost and impact our society for Him. (Mark 16:15; Matthew 28:19-20)

**7. STEWARDSHIP:** We are committed to the responsible management of the time, human resources, and materials entrusted to us by God. (Matthew 25:23; I Corinthians 4:2)



# HISTORICAL BACKGROUND

In 1973, Calvary Baptist Academy was started when a Christian day school was added to the ministries of Calvary Baptist Church led by Pastor Mark Dickerson. The school was created because God gave the church leadership a vision for providing a Godly education to future generations of believers.



**February 28, 1944:**

Ashman Street Baptist Church is incorporated in Midland, MI.

**1966:** an education building is added to the church.

1970

**1973:** Wilber Groat is hired as the 1st School Administrator. The 1st school board includes Bob Koster and Carl Monroe.

**1978:** Pastor Mike Reece is hired as School Administrator.

**1978:** the school switches from ACE to traditional curriculum taught in a traditional classroom setting.

1980

**April 5, 1945:** the name of the church is changed to Calvary Baptist Church.

**1973:** Calvary Baptist Academy, a Christian day school (K-8th grade) is started using ACE curriculum in learning centers. The school has three teachers and 63 students.



**October, 1980:** the ground breaking service for a new building is held at the corner of Perrine and Wackerly Road.

Over the next few years, Calvary Baptist Academy expands to offer an education for K3 through 12th grade students.







**September, 1981:**

Calvary Baptist Academy moves into a new 23,000 square foot facility when the first phase of construction is completed at a cost of \$620,000.



**Mid-1980s:** three temporary school modular buildings are added to accommodate growth.

**1992:** soccer fields are cleared and completed in the fall.

**2007:** a dedicated K4 modular building is added to accommodate growth.

**2010:** International Student Program is started.

1990

2000

**April, 1982:** the 15,000 square foot, \$450,000 second phase is begun.

**May, 1982:** the Cherry Street property is sold for \$375,000.

**September, 1982:** the first Sunday service at Perrine Road is held in the school gymnasium.



**1998:** Hidden Treasures Preschool is started with three classrooms as an outreach ministry.



**1998:** construction is completed on a nearly \$3M facility that includes a 1,100 seat sanctuary, new parking lot and unfinished space for offices, music room and fellowship area.





**2011:** Music Room and Fireside Room are completed.

**2012:** K4 modular building is paid off.

# IMPLEMENTATION ROADMAP

The following implementation plan provides a general roadmap for completing the various strategic projects and activities identified during our planning. The roadmap shows a recommended sequence and year for completing each project or activity. The actual year of implementation may vary depending on the timing and success of each prior year's activities. A strategic plan is a living document and will be updated annually as we measure our progress, learn and adjust appropriately.

## CBA/HTP 5-YEAR IMPLEMENTATION PLAN

STRATEGIC OBJECTIVES	YEAR 1	YEAR 2
 <b>INVEST IN OUR FACILITIES</b>	Parking Lots	Facilities Plan
	Science Lab Upgrades	
	Card Swipe Security	Technology Plan
	Elementary Bathrooms	Electronic Sign(s) at Street
 <b>INCREASE COMMUNITY AWARENESS</b>		Marketing / Comm. Plan
		ESL/International
 <b>DEVELOP OUR WORKFORCE</b>	Educational Support Program	
	Work Prioritization	Staff Dev. & Assessments
	Comp. Strategy	
	Staffing Program	
 <b>STRENGTHEN OUR FINANCIAL BASE</b>		

Items in red require approval & alignment with CBC Strategic Plan



YEAR 3	YEAR 4	YEAR 5
Facilities Manager	Classroom Expansion 1	
New Science Lab		
Website Refresh		
Student Program		
Community Projects / PR Program		
Corporate Expat Promotions		
(Personnel, Testing, Curriculum)		
	Mentoring Program	
Compensation, Rewards, & Recognition Implementation		
Volunteer Program		
Grant Program		
Enhance Scholarship / Giving Programs		
Explore Endowment	Implement Endowment Fund Program Recommendations	

# KEY GOALS, OBJECTIVES, STRATEGIES + TACTICS

<p><b>INVEST IN OUR FACILITIES</b> to meet the growing needs of our organization and ensure the quality, excellence and stewardship of our capital investments.</p>	<p><b>Facilities Planning:</b> create long term facilities and technology plans that address current and future needs for classroom expansions, additional storage, computing and science lab capabilities</p> <p><b>Facilities Projects:</b> complete the prioritized facilities projects—elementary bathrooms, card swipe security, parking lots, science/computer labs, and electronic sign(s) at street</p>
<p><b>INCREASE COMMUNITY AWARENESS</b> to enhance our presence and service in the community and ensure that we are recognized for the quality of our staff, excellence of our academics &amp; Christian character development, and service of our students &amp; graduates.</p>	<p><b>Integrated Marketing &amp; Communications Plan:</b> create and implement an integrated, multi-channel plan for marketing the schools to the community and improving communication with parents, students, supporters and prospects. This includes refreshing the website and enhancing our community projects/public relations.</p> <p><b>Foreign Nationals:</b> continue growing the International Student Program, develop an ESL (English as a Second Language) Program and promote our services to corporate expats in the Midland area.</p>
<p><b>DEVELOP OUR WORKFORCE</b> to enhance the quality of our staff, excellence of academic instruction, and availability of educational support.</p>	<p><b>Educational Support Capabilities:</b> develop tutoring, curriculum, and testing capabilities to meet the varied needs of our student body and community</p> <p><b>Staff Development:</b> clarify job expectations and work prioritization with staff, complete staff assessments and development plans, and implement a mentoring program</p> <p><b>Staffing Plans &amp; Programs:</b> update and implement our compensation strategy; develop a long term staffing plan; and implement a Volunteer Program</p>
<p><b>STRENGTHEN OUR FINANCIAL BASE</b> to provide for the long term sustainability of our organization and increase the breadth of funding available for growth.</p>	<p><b>Grant Program:</b> implement a grant writing program for securing public and private grants aligned to our strategic investment</p> <p><b>Scholarship/Giving Program:</b> create guidelines, process and portfolio of programs for giving to meet the financial needs of the organization and its members</p> <p><b>Endowment Fund:</b> investigate the possibility of setting up an endowment fund under Calvary Baptist Church to assist in implement the recommendations approved by the school board and church</p>