



STRATEGIC ACTION PLAN



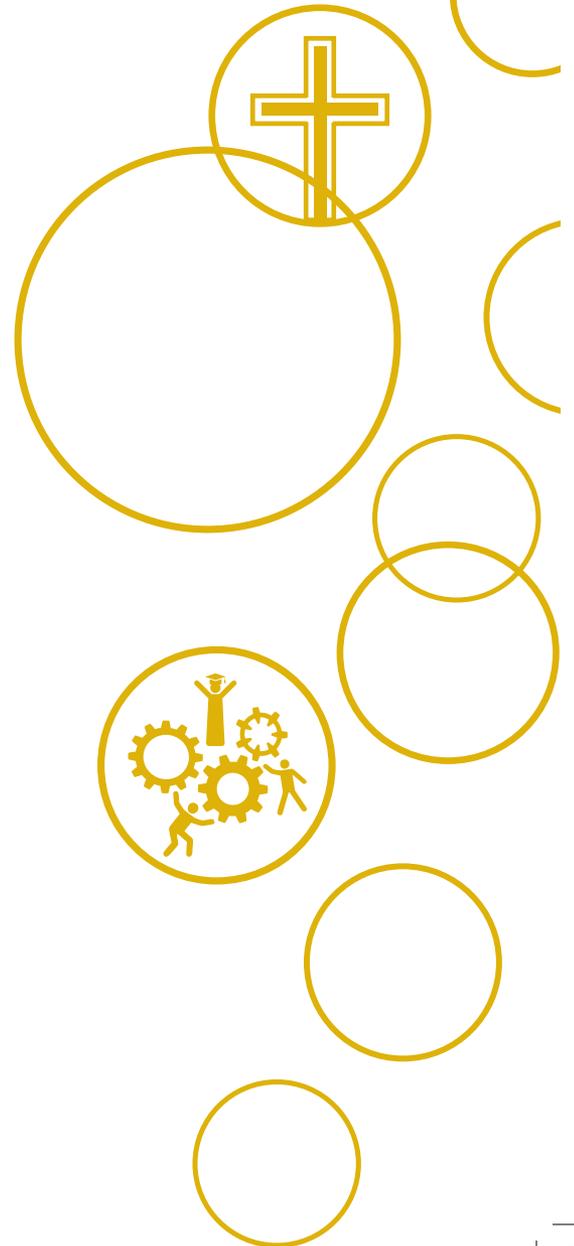
Superintendent Rick Kempton

ANNAPOLIS AREA CHRISTIAN SCHOOL WAS
FOUNDED FOR SUCH A TIME AS THIS. AS THE WORLD
VIEWS TRUTH AS RELATIVE, AACCS PROCLAIMS
A FIRM RELIANCE ON THE TRUTH. JESUS CHRIST.

ROMANS 1:16-17 For I am not ashamed of the gospel, for it is the power of God for salvation to everyone who believes, to the Jew first and also to the Greek. For in it, the righteousness of God is revealed from faith for faith, as it is written, “The righteous shall live by faith.”

Our very highest calling is in following Christ Jesus. There is no task better than serving the grace-filled and loving God in heaven. He does not change. He does not sleep. He does not waver. His plan will not fail. His words are true. And this is what we believe. We cannot remain silent, and we will not allow our calling to be cast aside. So we remain mission-focused, “...engaging students in an education of excellence, enabling them to impact the world through a growing relationship with Jesus Christ.” Our founding families in 1971 proclaimed this as the foundation for this institution, and we hope that we have rightly honored them and, more importantly, our Lord and Savior Jesus Christ.

I invite you to “circle” back with me on page 12 after reading about the school’s four strategic goals on the pages that follow. You’ll see where we want to go and how the Lord has called us to get there.





Christ-Centered Culture

Remaining faithful to why we exist matters. We are a flourishing, Christ-centered school. Our common bond as believers shapes our school's mission-aligned culture. AAC's approach is biblical, providing a counter-cultural witness to the world. God is sovereign. Therefore we respond in faith, worship, love, and obedience by loving God and others, seeking Truth, and stewarding creation. Our partnership with home and church strengthens our goal to equip future leaders to seek the Lord and embrace lifelong learning.

Matthew 22:37-39 *And he said to him, "You shall love the Lord your God with all your heart and with all your soul and with all your mind. This is the great and first commandment. And a second is like it: You shall love your neighbor as yourself."*

In light of this we will...



GOAL +

Unify and enhance our mission-focused Christ-centered culture and community.

and Community

1

Create evaluative instruments and processes to ensure that the school's foundational documents and policies are consistently applied and evaluated throughout all K-12 programs, operations, and curriculum.

2

Develop and implement a systematic plan for measuring and evaluating students' spiritual development that is strategic and mission-driven.

3

Appoint a director and advisory council for diversity, equity, and inclusion to guide K-12 curriculum, program, and policy implementation related to diversity—racial, ethnic, cultural, and learning—within the unity of Christ.

4

Emphasize our identity as one school. While each campus has its own distinct, age-appropriate uniqueness, all K-12 operations align with the school's mission, statement of faith, educational goals, and core principles.

5

Further enhance internal communication and the external marketing strategy to consistently communicate the community's diversity within unity in Christ in all areas, especially recruitment, onboarding, retention, alumni network cultivation, and local church/pastor relationships.





Unified and Cohesive K-12

Our mission is on display in each classroom, on athletic fields and courts, in choir rooms, on stages, and down every hallway. A K-12 unified educational program that is distinctly Christian and mission-aligned across all disciplines is sustainable and can incorporate strategic decisions to meet student and market needs. We use available resources and data analysis to support and grow the educational program. In so doing, we honor Christ's call in Luke 14 to "count the cost" before undertaking the task.

Romans 12:1-2 *Therefore, I urge you, brothers and sisters, in view of God's mercy, to offer your bodies as a living sacrifice, holy and pleasing to God—this is your true and proper worship. Do not conform to the pattern of this world, but be transformed by the renewing of your mind. Then you will be able to test and approve what God's will is—his good, pleasing and perfect will.*



In light of this we will...

GOAL +

Clarify mission-focused goals and related metrics for our educational program and the differentiated needs of students.

Educational Program

1

Further strengthen our instructional program, incorporate student outcomes, best practice resources for preparation and presentation, and add assessments for each subject, course, and grade level. Incorporate the child's developmental needs: spiritual, intellectual, physical, social, and emotional into the instructional program.

2

Meet the growing, emotional, and behavioral needs of students by developing and implementing a guidance program that embraces the AACS community's diversity within the unity of Christ.

3

Increase data-driven instructional decisions, enhancements, and course alignment by identifying benchmark metrics and establishing a systematic process to regularly measure how we perform against our goals and educational priorities.

4

Strengthen and expand our effectiveness in meeting the needs of all students in ways that celebrate racial, cultural, and learning differences within the unity of Christ.

5

Implement a 5-year rotation for the K-12 curricular program assessment schedule, including developing a scope and sequenced course-of-study for each subject area.

6

Reimagine and define the role technology plays in the school's Christ-centered culture.





Distinctly Christian Faculty &

Inspired learning requires inspired teaching. One of AACCS's core principles is connecting what we believe—God's story of creation, fall, redemption, and final restoration—to what we do. Therefore, our teachers' and staff's work is eternal. In short, it is a biblical worldview framework from which students learn that Scripture holds the answers to life's biggest questions: Who am I? What is my purpose? How do I fit into God's restorative plan? To do this well, AACCS strives to attract a diverse group of qualified faculty and staff who seek the Lord in all ways; who receive ongoing, distinctly Christian pedagogical and vocational training, and who love and equip students for world impact as godly leaders and thinkers.

2 Timothy 3:16-17 *All Scripture is breathed out by God and profitable for teaching, for reproof, for correction, and for training in righteousness, that the man of God may be complete, equipped for every good work.*

In light of this we will...



GOAL +

Attract, retain, and inspire the best Christian faculty and staff.

and Staff that Inspire Learning

1

Develop and implement measurable goals focused on improving efforts to recruit and retain a diverse, highly qualified Christian faculty and staff.

2

Improve awareness and integration of the AACSB Core Values—Visible Faith, Courageous Humility, Healthy Discontent, and Steadfast Joy—through a collaborative K-12 faculty and staff school-wide effort. Assess effectiveness through surveys and feedback.

3

Continue to cultivate and implement a Christ-centered professional development program that equips faculty and staff at all levels of experience to meet expectations and provides access to ongoing training relevant to specific areas of need and reflective of school-wide strategic goals.

4

Develop mission-aligned performance management and evaluation systems that ensure realistic employee performance expectations, inspire and motivate both supervisor and employee, and evaluate employee integration of the AACSB Core Values.

5

Establish a leadership training and development program, led by principals and supervisors, to identify and equip emerging godly leaders with the skills needed to advance professionally within AACSB.

6

Create a compensation structure designed to reward employees based on mission-alignment and performance.





Strategic Stewardship of

Excellence in Christian education is costly, and yet it is worth the investment. Excellence at AACS must be attainable and sustainable. AACS has been blessed with wonderful families and students, top-notch programs, and space to expand. In obedience and with thanksgiving, we steward with an eye toward eternity. Indeed, stewardship is a worthy mindset, a knowledge that all of creation is the Lord's, and we are graciously granted management of it. We desire to use these resources to bring glory to His name by advancing the school's mission "...to engage students in an education of excellence, enabling them to impact the world through a growing relationship with Jesus Christ."

1 Chronicles 29:14 *But who am I, and what is my people, that we should be able thus to offer willingly? For all things come from you, and of your own have we given you.*



In light of this we will...

GOAL +

Sustain and grow mission-aligned economic, physical, and operational resources.

Resources

1

Develop a K–12 master-site plan that identifies growth areas and determines best-use scenarios that forward the school’s mission and meet all students’ needs.

2

Celebrate AACs at 50: five decades of Christ-centered education that honors the founders’ vision, the school’s history, and its continuing Kingdom impact in the context of God’s restorative plan.

3

Maximize enrollment and retention through the development and execution of an annually evaluated student and family marketing, enrollment, and engagement plan based on available resources, research, and forecasts related to K-12 Christian education and local demographic data.

4

Determine options and feasibility for additional campuses and early-education campus expansion.

5

Explore all financial growth avenues, including endowment creation and its systematic funding, and develop a plan to refinance or reduce the current debt.

6

Implement the full crisis management plan, including security protocol evaluation; systematic training for all K–12 faculty, staff, and students; and appropriate equipment/technology inspection and upgrades.





EDUCATIONAL GOALS

GROWING BELIEVERS

ACTIVE LEARNERS

RESPONSIBLE STEWARDS

EFFECTIVE COMMUNICATORS

COMPASSIONATE NEIGHBORS

CORE PRINCIPLES

COMMUNITY OF PARTNERSHIPS

BIBLICAL WORLDVIEW

EDUCATIONAL EXCELLENCE

CREATIVITY AND IMAGINATION

DEVELOPING THE WHOLE CHILD





PSALM 127:1, 3 Unless the LORD builds the house, the builders labor in vain. Unless the LORD watches over the city, the guards stand watch in vain. Children are a heritage from the LORD, offspring a reward from him.

The Lord has watched over AACCS for five decades. He continues to steady our hand. He guides our feet. He inspires our hearts. He shapes our minds. He builds our community one relationship at a time. Our school is built on the solid rock of Jesus Christ and the Word of God. We are humbled to serve as Christian educators, partnering with families who love and raise their children courageously and faithfully for His glory.

Yes, we've come full circle, and ours is a circle that will continue to grow and evolve for greater Kingdom impact. Your investment in Annapolis Area Christian School will not only be a difference-maker today, but also a legacy-building block that will nurture, influence, and ultimately define our next 50 years of steadfast Christ-centered education that changes the world, one child at a time.



In His Service and Yours,

A handwritten signature in black ink, appearing to read "Rick Kempton".

**Rick Kempton
Superintendent/Head of School**



ANNAPOLIS AREA
CHRISTIAN SCHOOL

Four campuses in Anne Arundel County

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