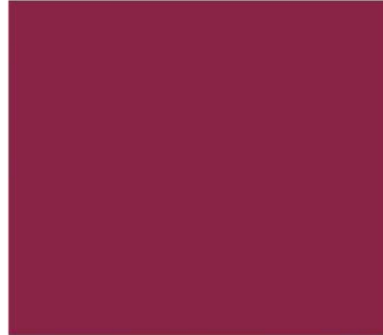




Metrolina Christian Academy **STRATEGIC PLAN** 2024-2028



**METROLINA
CHRISTIAN ACADEMY**
ESTABLISHED 1992

Dear Metrolina Families,

The administration and school board have worked to develop an effective and forward-thinking strategic plan for our school. We have sought input from all our constituency groups here at Metrolina in developing this plan.

We believe that this five-year plan will not only strengthen our position as a leader in Christian education, but also will strengthen our mission and purpose for our families. It is with one heart and one purpose that we have prepared and are now submitting this plan.

We remain committed as a school to academic excellence, exceptional faculty, high quality co-curricular programming, and most importantly our strong spiritual foundations and mandate to turn this **world upside down for Christ.**

Whatever you do, work at it with all your heart, as working for the Lord, not for men, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving. Colossians 3:23-24

Blessings,
Rick Calloway

OUR MISSION

The mission of Metrolina Christian Academy is to lovingly lead and equip students for Kingdom living.

OUR VISION

The vision of Metrolina Christian Academy is to have students graduate with a Biblical Worldview based on established spiritual disciplines, sound academic thinking, and appropriate skill development that enables them to move into their adult experience with the character and tools to be equipped for service in the Kingdom of God. As we seek to accomplish our vision, we believe it to be important that the school develop programs, strategies, and methodologies within the context of Biblical principles that support our mission statement and enable our program to produce graduates that not only own their faith but who are equipped with a Biblical Worldview consistent with the expected student outcomes reflected in our portrait of a graduate.

OUR PURPOSE

The purpose of Metrolina Christian Academy is to...

- Provide Christ-like love
- Promote a Biblical Worldview
- Pursue excellence in education
- Partner with our families

OBJECTIVE 1: PURPOSE

To develop plans and programs that enable the school to accomplish its mission to lovingly lead and equip students for Kingdom living.

STANDARD 1: Mission, Beliefs, and Foundation

The school operates from a written mission and statement of faith that outline its biblical foundations and beliefs. The school identifies and assesses its expected student outcomes and uses results to drive decisions throughout operations and programs.

“Where there is no vision, the people perish” (Proverbs 29:18). Foundational documents identify the underlying principles upon which the Christian school is established. The mission, based on biblical principles, provides direction and purpose for the organization. Expected Student Outcomes bring the foundational values to life and chart the course for every area of school programs. (Habakkuk 2:2, Matthew 22:36-40, Matthew 28:19-20, John 17:17, 2 Timothy 3:16-17)

Strategic Action Items

- To fully implement the mission driven governance model **by the Spring of 2025.**
- To develop, implement, and publish a new strategic plan **by the Fall of 2025.**
- To measure the effectiveness of our mission using feedback surveys from staff, faculty, board members, students, and families. **Ongoing**
- To increase signage in classrooms to promote awareness of the mission statement among student population **by the Spring of 2025.**
- To review and update grade level specific and content area specific expected student outcomes which are posted in curriculum documentation **by the fall of 2025.**

STANDARD 2: Spiritual Formation and Biblical Worldview

The school facilitates the spiritual formation of students, provides opportunities for discipleship and outreach, and fosters the development of a biblical worldview. Spiritual growth toward maturity in Christ is a priority throughout school programs, is regularly assessed, and is modeled by faculty and staff. “But grow in the grace and knowledge of our Lord and Savior Jesus Christ” (2 Peter 3:18). Worldview determines the lens through which the world is seen, impacting values and life decisions. The goal of Christian education is to train students to think biblically and articulate their faith. Discipleship and mentoring provide opportunities for demonstrations of care, compassion, and respect for others reflecting Christlikeness. (Colossians 1:9-18, Colossians 2:8, Philippians 1:6, Philippians 2:12-13, Hebrews 5:14, 2 Peter 1:3, 5-8)

Strategic Action Items

- To partner with our sponsoring church to create and implement an initiative to get more MCA families in church **by the Fall of 2024**.
- To utilize a Global Student Assessment that will include a tool designed to measure spiritual formation and biblical worldview. This strategy will address the FSI data in the Purpose Construct regarding questioning and doubt **by the Spring of 2025**.
- To continue to build and enhance the Lower School chapel to include a more in-depth approach to spiritual formation **by the Spring of 2025**.
- To incorporate a Bible assessment into standardized testing for grades 2nd – 8th to assess Biblical literacy and Worldview development **by the Fall of 2025**.
- To continue to build and enhance the early education chapel program to support spiritual development of young children **by the Spring of 2025**.

STANDARD 3: Governance and School Leadership

The school has a Christ-centered governing body that functions within clearly defined roles and responsibilities, establishes governance policies, participates in strategic planning, and advances organizational effectiveness. The head of school, works collaboratively with school leadership to implement policies and procedures, support effective instructional practices, and drive school improvement.

“Care for the flock that God has entrusted to you. Watch over it willingly, not grudgingly...because you are eager to serve God.” (1 Peter 5:2) Effective leadership builds trusting relationships and understands that human capital makes the biggest impact on a successful school. Leading from the heart attracts, develops, and inspires everyone in the school community to achieve their best. (Exodus 18:21, Luke 22:25-28, Romans 13:1, 1 Corinthians 15:58, Colossians 1:4-5, Colossians 3:17)

Strategic Action Items

- To strengthen the professional development plan for all MCA leadership **by the Fall of 2025**.
- To finalize a complete plan for succession **by the Spring of 2025**.
- To develop a new training manual for all school board members **by the Spring of 2025**.

OBJECTIVE 2: RELATIONSHIPS

To make plans and develop policies that will continue to expand our role as a vibrant community Christian school and provide for a caring Christ-like culture.

STANDARD 4: Caring Environment and Positive School Culture

The school develops a Christlike culture in which staff and students demonstrate respect, sensitivity, and responsiveness to individual needs and differences.

“Finally, all of you, be like-minded, be sympathetic, love one another, be compassionate and humble.” (1 Peter 3:8) Students flourish in a positive school culture that provides a supportive, encouraging, and challenging environment. When working and learning with people from diverse backgrounds and cultures, students become better equipped to engage their world with a global perspective. (Micah 6:8, Matthew 7:12, Mark 12:33, Ephesians 4:2-4, Colossians 4:5-6)

Strategic Action Items

- To assess the need for a Spiritual Life Director **by the Fall of 2025**.
- To further develop the program of E432 kids to build a more positive culture in lower school **by the Fall of 2025**.
- To enhance current school traditions and develop more traditions will continually instill a positive culture **by the Summer of 2025**.
- To develop a plan to utilize chapel mentors as a collaborative lower and middle school initiative to promote discipleship and disciple makers **by the Fall of 2025**.

STANDARD 5: Stakeholder Engagement

The school engages stakeholders in ways that develop community, promote accountability, and improve institutional effectiveness.

“Live in harmony with one another.” (Romans 12:16) Open communication with families in the school community allows for mutual support, fosters clear expectations, and gives a deeper sense of belonging. When families and community members are engaged, students participate in their education more fully and gain advocates that encourage their success. (Proverbs 18:2 and 13, 1 Corinthians 10:31, 1 Corinthians 12:12, Ephesians 4:1-3)

Strategic Action Items

- To continually plan programs and develop methodologies that are designed to provide parents with additional spiritual tools for raising their families.

- To develop and implement parent training (either virtually or in-person) on relevant topics in culture including social media, biblical worldview/deconstruction, social justice, **by the Fall of 2025.**
- To continuously provide access to biblical studies and resource materials through Right Now Media to all school community members. **Ongoing**
- To continually communicate a consistent core philosophy of Christian education throughout our constituency and community. **Ongoing**
- To continually evaluate all aspects of our program to ensure that our school remains distinctively Christian as measured by constituency surveys. **Ongoing**
- To continue to update and expand our social media marketing plan **by the Fall of 2025.**
- To increase participation in alumni association through activities and opportunities for connection that will generate future students and gifts **by the Spring of 2025.**
 - To develop a three-year plan for the advancement of alumni relations **by the Fall of 2025.**
- To increase the awareness of Pathways program and opportunities for stakeholders to engage and support students with special needs through mentorship, apprenticeships, and life skills development. **Ongoing**
- To continue to promote early education family engagement and strengthen partnerships with our families by providing regular communication, implementing positive contact guidelines, and providing opportunities for family involvement in their child's education including special events and our volunteer program **by the Spring of 2025.**

STANDARD 6: Community Engagement

The school provides opportunities to engage with local, national, and global communities in ways that make a positive impact on students and build relationships outside of school. Community engagement builds deeper, stronger, and more trusting relationships between the school and the community.

This increases the recognition and understanding of important issues that contribute to mutual support and growth. "Do nothing out of selfish ambition or vain conceit. Rather, in humility value others above yourselves, not looking to your own interests but each of you to the interests of the others." (Philippians 2:3-4) (Matthew 5:16, John 13:35, Acts 1:8)

Strategic Action Items

- To expand our overall plan for local, national, and international missions' opportunities for students and staff **by the Fall of 2025.**
- To increase community engagement in special Olympics on the local and state level both as participants representing the Pathways program and support representing the student population. **Ongoing**

OBJECTIVE 3: TEACHING and LEARNING

To identify and make improvements to our curriculum, instructional methods, programs, and technology to meet the academic needs of our school constituencies as measured by regular input from faculty, staff, students, and parents.

STANDARD 7: Instructional Program

The school provides an instructional program that promotes a biblical worldview; supports the school's expected student outcomes; and fosters high student engagement, critical thinking, and academic growth.

At the heart of an excellent academic institution is a highly effective instructional program that closely aligns to the school's foundational documents. The teaching/learning process utilizes best practices, integrates biblically based learning experiences, and challenges learners to merge knowledge with wisdom in reaching their God-given potential. "Be transformed by the renewing of your mind." (Romans 12:2) (Daniel 1:19-20, Philippians 1:9-12, Philippians 2:5, Colossians 3:23-24, 2 Timothy 2:15, 2 Timothy 3:16-17)

Strategic Action Items

- To continuously evaluate our programs to ensure that we are pursuing each with excellence. This evaluation will include all areas of the school to ensure that we are meeting the needs of our constituents. **Ongoing**
- To expand our elective opportunities to better meet the needs of students in all grade levels.
 - To continually research nationally recognized STEAM programs with scholarship opportunities including NAHS and NAJHS and create plans for improvement **by the Fall of 2025.**
 - To develop the framework to add a practical skills elective class to high school **by the Fall of 2025.**
- To continue to enhance our Pathways/ASP Program to minister to families and meet the needs of students.
 - To continue to develop and implement the Pathways/ASP Program to include testing, therapies, speech, occupational, physical, and other student needs **by the Fall of 2024.**
 - To continue to provide professional development to all staff in meeting the needs of diverse learners in the classroom. **Ongoing**
 - To develop life skill training and school internship opportunities for students in our Pathways program. **Ongoing**

- To expand and continue to develop Curriculum Trak **by the Spring of 2025**. (Supports FSI Outcomes Focus growth opportunity regarding student achievement)
- To develop and implement additional Science offerings for high school **by the Fall of 2024**.
- To continue to develop Lower School Communication Arts including speech debate, writing with an emphasis on social-emotional learning. **Ongoing**
- To create and implement a tiered system for instructional staff in which evaluation of instruction is implemented as well as creating teacher leadership opportunities for mentorship of new staff. **Ongoing**
- To continue to develop Lower School Communication Arts to foster students' ability to communicate and share ideas effectively and develop interpersonal skills through collaborative projects **by the Spring of 2025**.
 - Place an emphasis on digital literacy to enhance language arts instruction through digital writing portfolios, digital literary magazines, lower school news media, and other forms of digital publications and communication.
 - Enhance digital citizenship to equip students with the knowledge and skills they need to navigate the digital world safely, responsibly, and ethically.
- To develop and implement a life skill enrichment program for Lower School that supports and enhances academic instruction, provides opportunities for real-world application, fosters confidence when handling challenges, and promotes engagement with others in a healthy and biblical way. Units of study will focus on study and executive functioning skills, integrating academic learning into practical life skills, career exploration, stewardship, and service **by the Spring of 2025**.

STANDARD 8: Curriculum Planning

The school develops, implements, and maintains curriculum documentation across grade levels and subject areas that effectively supports quality instruction.

“The plans of the diligent lead surely to abundance ...” (Proverbs 21:5a) The curriculum guide captures the essence of information within the scope of a particular course or subject, containing essential questions and key concepts, to prepare learners for success. It serves as a current and accessible roadmap of instruction to guide students along their spiritual and educational journey. (1 Chronicles 28:19, Psalm 33:11, Proverbs 15:22, Proverbs 24:27)

Strategic Action Items

- To continuously evaluate our curriculum to ensure that we are providing each content area with excellent content. This evaluation will include all areas of the school's curriculum to ensure that we are meeting the needs of our students. **Ongoing**
- To investigate and utilize new methods of curriculum planning using AI and other platforms. **Ongoing**
- To implement curriculum track development and implementation **by the Spring of 2025**.

- To assess and evaluate the need for a Curriculum and Development coordinator to oversee curriculum mapping, professional development, and instructional coaching **by the Spring of 2025.**
- To develop a mathematics focus in Lower School STEAM to implement activities that target grade-level concepts and enhance problem solving competences, critical thinking skills, and real-world application **by the Spring of 2025.**
- To develop and implement differentiated instruction methods in mathematics and language arts across all Lower School grade levels identifying instructional methods in lesson plans **by the Spring of 2025.**
- To enhance early education curriculum plan and implement a comprehensive, research-based curriculum that fosters holistic child development, including spiritual, cognitive, social-emotional, physical, and creative domains **by the Fall of 2025.**

STANDARD 9: Assessment and Use of Learning Data

The school conducts and analyzes varied and authentic assessments to monitor and evaluate student learning. The school then utilizes results to inform decision-making.

As part of the teaching and learning process, teachers continually assess and adjust to ensure that each student's educational needs are met. Analysis of data enables teachers to make quality decisions that impact daily instructional practices, promoting student growth. "And this I pray, that your love may abound still more and more in real knowledge and all discernment." (Philippians 1:9) (Psalm 92:12, Proverbs 11:14, 2 Peter 1:5-8)

Strategic Action Items

- To review benchmark data indicators as aligned with NCDPI requirements for student evaluation protocols in ASP program. **Ongoing**
- To utilize data collected from classroom benchmarks and end-of-year assessments to proactively identify students who demonstrate an academic need, provide tiered student support, and use when determining the next steps for student intervention **by the Spring of 2025.**

STANDARD 10: Professional Development and Teacher Evaluation

The school plans and implements a coordinated program of professional development and teacher evaluation that results in improved professional practice and increased student achievement.

Lifelong learning, a growth mindset, and a focus on improvement are hallmarks of a maturing teacher and a flourishing school. Intentional continuous professional development stems from a healthy culture where staff desire to better fulfill their calling as educators and further the mission and vision of the school. Enhancing scriptural understanding and professional practices equips staff to "carry out every good work" for the benefit of the entire school community. (Proverbs 15:22, Malachi 4:2, Colossians 1:28-29, Colossians 2:2-3, 2 Timothy 2:15, 2 Timothy 3:14)

Strategic Action Items

- To provide annual evaluation of faculty based on formal and informal observation and investigation. **Ongoing**
- To further develop the Teach to Equip for the Professional Development Program around key markers for classroom success. These markers include engagement, differentiation, communication, planning, inclusion, and management. **Ongoing**
- To develop and implement a three-year professional development plan for our early education staff to support and encourage their growth, continuously develop their skills, stay updated on best practices, and promote a culture of lifelong learning **by the Spring of 2025.**
- To develop and implement a mentor program for early education staff within the first three years of teaching to ensure high quality care and instruction by passionate educators who are dedicated to providing stimulating and nurturing learning environments for children **by the Spring of 2025.**

OBJECTIVE 4: EXPERTISE

To continually ensure that we hire, retain, and develop a top-quality staff and faculty that is competent in their skill level and committed in their relationship with Christ.

STANDARD 11: Legal and Ethical Compliance

The school complies with applicable laws and regulations, while not compromising the biblical foundations of the school, and implements written policies to promote institutional effectiveness. "Let everyone be subject to the governing authorities, for there is no authority except that which God has established." (Romans 13:1) Abiding by legal requirements is important for upholding biblical values, maintaining a witness for Christ, and protecting students and staff. Transparency and accountability build trust with legal authorities, employees, parents, students, and the community at large. (Proverbs 19:20, Titus 3:1-2)

Strategic Action Items

- To commit that our HR Director obtain an Associate Professional HR Certificate **by the Summer of 2025.**
- To continually update our on-boarding training of new employees to better enhance understanding of all legal and ethical requirements for staff **by the Summer of 2025.**

STANDARD 12: Staff Qualifications and Human Resources

The school maintains human resource policies and implements practices that ensure the employment, management, and evaluation of qualified and competent Christian personnel to enhance organizational effectiveness.

"The student is not above the teacher, but everyone who is fully trained will be like their teacher." (Luke 6:40 NIV) A truly excellent faculty combines competence in their teaching with a heart to serve. Christian schools that create and nurture a healthy professional culture based on biblical principles will encourage longevity and passion for educating the next generation. (2 Corinthians 3:4-5, 1 Timothy 4:12, James 3:1)

Strategic Action Items

- To continually assess the policy for teacher and staff observations to enhance instructional effectiveness and accountability **by the Fall of 2025.**

STANDARD 13: Students Support Services

The school provides advising and support services that assist students in preparing for future success while considering the unique needs of each student.

Since each student is created by God with unique abilities and needs (Psalm 139:14), guidance and support services empower students to discover their unique learning styles and provide them with a pathway for success. These services encourage students through key stages of their development and prepare them for future success as they grow “in wisdom and stature, and in favor with God and man.” (Luke 2:52) (Jeremiah 29:11, Jeremiah 33:3, Ephesians 2:10, 2 Timothy 3:16-17)

Strategic Action Items

- To assess and evaluate the need for additional guidance personnel and other resources **by the Spring of 2025.**
- To assess the need for early intervention identification and support for students in PreK through 1st grade. **Ongoing**

OBJECTIVE 5: RESOURCES

To develop and implement plans and policies that will work to ensure financial sustainability and meet the daily and future needs of the school so that it can achieve its mission.

STANDARD 14: Financial Oversight

The school operates with integrity through sound financial practices that promote institutional effectiveness and financial stability.

“An overseer, as God’s steward, must be above reproach and be found trustworthy.” (Titus 1:7) Good stewardship of resources enables a school to govern and operate effectively while educating students with excellence. Financial transparency and integrity build trust and accountability between leadership and the school community. (Proverbs 10:9, Titus 3:8, Hebrews 13:18, 1 Peter 4:10)

Strategic Action Items

- To develop and formalize a three-year Financial Strategy plan **by the Fall of 2025**.
- To establish a long-term endowment account to provide for future needs **by the Fall of 2025**.

STANDARD 15: Resource Planning

The school engages in long-range planning to maintain viability, provide sufficient resources, and ensure appropriate staffing to fulfill the school’s mission.

Schools that prioritize planning will be better positioned for vitality and long-term health as they provide an optimal environment for the growth and development of well-rounded students. High-quality planning demonstrates visionary leadership and faithful stewardship of God’s provisions. “The heart of man plans his way, but the Lord establishes his steps.” (Proverbs 16:9) (Proverbs 3:5-6, Proverbs 6:6-8)

Strategic Action Items

- To develop a three-year staff/faculty compensation plan **by the Fall of 2025**.
- To continue to refine and enhance our annual job fair to recruit qualified applicants. **Ongoing**
- To develop and implement a job Fellows program **by the Fall of 2025**.

STANDARD 16: Facilities and Transportation

The school provides facilities that are safe, secure, well-maintained, and adequate to fulfill the school’s mission. Facilities and transportation, as provided, operate according to applicable legal and safety requirements.

“Whoever dwells in the shelter of the Most High, will rest in the shadow of the Almighty.” (Psalm 91:1) Well-designed and well-maintained school facilities provide a welcoming environment conducive to active learning, positive behavior, and student engagement. Safe and secure transportation also contributes to an enriching educational experience. (Proverbs 21:20, Proverbs 24:27, Matthew 25:21, 1 Corinthians 14:40, Titus 3:1)

Strategic Action Items

- To build a new building for our Pathways program **by the Fall of 2025.**
- To expand and remodel kitchen facilities to improve capacity and student experience **by the Spring of 2025.**
- To continue to work and improve the cosmetic appearance of our campus. This will include the addition of more covered walkways, updates to all buildings, playgrounds, and common areas. **Ongoing**
- To support the growth of our school and assess and implement transportation needs **by the Summer of 2025.**
- To build a new Life & Learning Center to support our Pathways & ASP Programs **by the Fall of 2025.**
- To develop a facilities master plan for the next five years that considers maintenance, technology, and future expansion. **Ongoing**

STANDARD 17: Instructional Resources

The school curates and provides instructionally appropriate resources to support and enhance the educational program.

“How much better to get wisdom than gold, to get insight rather than silver!” (Proverbs 16:16) Students’ hearts, minds, and imaginations are engaged when instructional resources are challenging, rigorous, multi-sensory, and bring diverse perspectives into the conversation. Materials that bring content to life assist teachers in providing a more complete learning experience. Well-chosen resources can help students connect concepts to reality and further develop their worldview. (Psalm 119:1-2 and 130, Proverbs 4:13, Philippians 4:19)

Strategic Action Items

- To develop a new greenhouse facility for student learning **by the Fall of 2025.**
- To develop and implement a new entrepreneurship program **by the Fall of 2025.**
- To develop a new three-year technology plan to provide for innovative technology, address AI, and provide the resources **by the Fall of 2025.**

OBJECTIVE 6: WELL-BEING

To continually develop plans, policies, and work to ensure the health and safety of students, staff, and faculty.

STANDARD 18: Health and Safety

The school operates from written policies and procedures that ensure the health and safety of staff, students, and campus visitors.

Schools that are attentive to health and safety demonstrate their love for students and staff in a tangible way. Vigilant commitment to the ongoing awareness and management of risk shows competence and integrity to the school's stakeholders. "You are my place of safety and protection. You are my God, and I will trust in you." (Psalm 91:2) (Leviticus 25:18, Psalm 91:1-4, Proverbs 11:14)

Strategic Action Items

- To develop and implement a new safety committee to provide a safer work environment **by the spring of 2025.**
- To conduct a new security assessment of the campus and security protocols **by the spring of 2025.**
- To upgrade all security cameras **by the spring of 2025.**

STANDARD 19: Staff Wellness

The school provides all personnel with a Christ-centered work environment, appropriate support, and encouragement to pursue a healthy lifestyle.

A healthy, Christ-centered work environment allows employees to thrive socially, emotionally, and professionally and fosters creativity, collaboration, and a sense of well-being. As a result, students grow and flourish in an atmosphere where teachers display the Fruit of the Spirit and Christ-like attitudes. "That all may go well with you and that you may be in good health, as it goes well with your soul." (3 John 1:2) (Proverbs 4:20-22, Mark 6:31)

Strategic Action Items

- To develop and implement a complete Wellness initiative to support and encourage faculty and staff in the areas of emotional, physical, and spiritual health and wellness to maintain and protect a healthy work/life balance while simultaneously continuing our mission to pursue excellence in all we do **by the Fall of 2025.**

STANDARD 20: Student Wellness

The school provides a distinctively Christian environment in which students are well cared for, feel supported and secure, and are encouraged to pursue godly and healthy living.

Students who feel safe and cared for at school are more likely to flourish educationally, think creatively, and connect socially and emotionally with peers and adults. When students feel safe, they are able to embrace wisdom in their heart and find pleasure in knowledge (Proverbs 2:7-10). “He is at my right hand; I shall not be shaken. Therefore, my heart is glad, and my whole being rejoices.” (Psalm 16:8b-9a) (Job 16:11; 1 Thessalonians 2:7-8, 11-12; 1 Timothy 6:3-7)

Strategic Action Items

- To fully develop all social emotional counseling resources **by the Spring of 2025.**
- To develop an intervention team to better address individual student needs **by the Fall of 2025.**
- To implement faculty & staff training in student physical, emotional, and spiritual wellness annually **by the Spring of 2025.**