

# UPSTATE CHRISTIAN ACADEMY

A Ministry of the SDA Church

## EDGE Rubric Criteria #7

### ➤ SCHOOL DEVELOPMENT PLAN

(Mission And Vision Analyzation Included)

### ➤ RECRUITMENT & RETENTION PLAN

(Satisfaction Level Analyzation Included)

#### ➤ MARKETING PLAN

### ➤ ENROLLMENT TRENDS

2011-2012



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# UCA Vision & Mission

**Vision-** Upstate Christian Academy is a recognized educational organization in the Upstate Greenville Area by the North American Division Board of Regents and the National Council for Private School Accreditation. Since our school inception back in the early 1940's as the Greenville SDA Church School, now Upstate Christian Academy, we have continually endeavored to develop the physical, mental and spiritual adequacy of young children.

We provide a spiritual atmosphere in which prayer, worship, and doing the will of God will be seen as the ideal and accepted pattern of living. We help students achieve a Christian philosophy of life, and acquire the attitude, knowledge and skills for a Christian character. We help instill a personal commitment to the service of their God, their church and fellow men. We help to promote independent thinking and the highest academic achievement possible for each individual. We help students to learn habits of healthful living, industry, promptness, reliability, accuracy, thoroughness, and self-reliance. We seek to inspire love and loyalty for their country, and respect for recognized authority.

**Mission-** Unconditional loving community with Christ like values and an attitude of service.

## UCA Development Plan

**Mission Statement:** A clear mission statement for the school and the marketing plan will help to focus the school's efforts. The mission statement is the purpose and starting point from which all flows. It is important to evaluate your mission statement in light of changing environmental conditions and helps to keep you focused as an organization on what you are about. This will help you in evaluating the objectives you develop later in remaining consistent with the mission of UCA.

**Questions for Guidance:** Was School's Mission implemented during the last school year? Should the Mission be updated to help maintain UCA's goals as an educational entity? Who are we? Who do we serve? How do we serve them? What are the limits of what we do? Does everyone have a shared understanding of our mission?

Evaluation/Observation: 2011-2012

**Current Mission Statement:** The Upstate Christian Academy family exists to show children Jesus, nurture their love for Him and others, teach them to think, and empower them to serve.

**Evaluation/Observation:** Mission Statement has been changed this year. It is descriptive and yet succinct, thus easy to learn.

**Results:** The school children have learned the Mission Statement with concurrent hand motions. The new Mission Statement has been well received by the parents and the constituent church members.

**Vision Evaluation:** Questions for Guidance: Was School's Vision implemented during the last school year? Should the Vision be updated to help maintain UCA's goals as an educational entity?

Evaluation/Observation: 2011-2012

**Current Vision:**

- To help students achieve a Christian philosophy of life, and acquire the attitude, knowledge, and skills for a Christian character.
- To lead students to make a personal commitment to the service of their God, their church, and fellow men.
- To promote independent thinking and the highest academic achievement possible for each individual.
- To help students learn habits of healthful living, industry, promptness, reliability, accuracy, thoroughness, and self-reliance.
- To inspire love and loyalty for their country, and respect for recognized authority.

**Evaluation/Observation:**

The vision is an accurate reflection of the goals for each child attending UCA. These character traits are taught on a daily basis and throughout each day as part of class and extra-curricular activities.

**Results:**

These character traits, attitudes, and skills will be the work of a lifetime for each individual child. However, anyone spending time on the campus of UCA will see these beginning to emerge in the children's general attitude and will see them exemplified in the teachers and other school staff daily, in the way they treat each other, the school's visitors and the children.

**Concerns:** This section refers to the concept of the educational program behavior. It is important to evaluate areas which may be weak to be able to grow. In this section it is important to pin-point the areas that may need a little more attention at the moment. Be as specific as possible

**1. 2011-2012**

**Security.** The school has experienced some vandalism this school year.

*Long Term Goal:*

Provide a secure atmosphere.

## 2. 2011-2012

**Library Materials.** The school library materials need to be updated to include a current dictionary, thesaurus and set of encyclopedias.

*Long Range Goal:*

Maintain up to date and current teaching and library materials.

## 3. 2011-2012

**Beautify school building and grounds.**

*Long Range Goal:*

Provide a visually pleasing environment.

### Major Concern 1: **Security**

Targets	Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<b>Improve school security both during school hours and outside school hours</b>	<ol style="list-style-type: none"><li>1. School doors are locked during school hours and a doorbell has been installed to notify teachers of guest's arrival.</li><li>2. Camera system to be installed to provide a measure of protection against vandalism.</li></ol>	<ol style="list-style-type: none"><li>1. Installation of doorbell with usage by 100% of guests during school hours.</li><li>2. Installation of outside cameras.</li></ol>	<ol style="list-style-type: none"><li>1. Teachers will evaluate effectiveness and report to school board.</li><li>2. Head teacher will report any nefarious activity caught on tape to the proper civil authorities.</li></ol>	<ol style="list-style-type: none"><li>1. Installed August, 2011.</li><li>2. To be installed Spring Semester 2012.</li></ol>	<ol style="list-style-type: none"><li>1. Head Teacher: David Pasos.</li><li>2. Head Teacher: David Pasos</li></ol>	<ol style="list-style-type: none"><li>1. Item to be budgeted.</li><li>2. Item to be budgeted.</li></ol>

Major Concern 2: Update Library with materials

Targets	Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<b>Library</b>	Purchase materials	Placement in Library	Head Teacher to evaluate and select appropriate materials.	Spring Semester	Head Teacher –David Pasos	Budgeted resource

Major Concern 3: Beautify school building and grounds

Targets	Strategies	Success Criteria	Methods of Evaluation	Time Scale	People in charge	Resources Required
<b>1. School bathroom.</b>  <b>2. Grounds in front of school building</b>	1. The three bathrooms are in need of new tile, toilets and painting.  2. Prayer Garden.	1. Bathrooms completed and in good working order.  2. Garden usable for prayer and meditation.	1. School Board.  2. Teacher’s evaluate student’s use.	1. Completed August, 2011.  2. Plans finalized during the beginning of 2011-2012 school year and completed by Spring semester.	1. Head Teacher - David Pasos, Contractor – Bud Loftis.  2. Roger Strange Endowment Fund, Head Teacher – David Pasos	1. Building materials  2. Building materials

# Recruitment & Retention Plan

(Satisfaction Level Analyzation Included)

Recruitment Strategies: This section should have close attention to the area of finding new students possibilities. The constant effort to recruit new students should always be present. Having a plan and strategies for this will help the process.

**Strategy:** 2011-2012

UCA will hold regular special programs (Christmas programs, Home and School Programs, and others) to which UCA families and constituent church members are encouraged to attend. UCA will also visit each constituent church at least 1 time per year. Solid and meaningful programs showcasing each of the students and the teachers will encourage a spirit of cooperation, unity and pride in the school.

**Result Intended:**

Encourage church involvement, generate financial and emotional support, inspire feelings of pride and satisfaction with the program.

**Recruitments Action Plan:** Discuss with details what can be done to help the recruitment plan.

*Questions for guidance:* Answer the following: What can be done to attract the attention of students and parents? How can it be achieved? Who are we targeting? How can we obtain more information about future possibilities?

**Action Plan:** 2011-2012

With an excellent academic program and extra-curricular activities, word of mouth referrals are likely. Incentives in the form of a registration reduction for each referral attending an entire school year are provided. UCA specifically targets those SDA children in our area churches (constituent and non-constituent without a school of their own) not attending a SDA school. Parents of these children receive telephone calls and/or visits from a pastor, teacher or school board member to encourage consideration of UCA.

**Retention Plan Strategies:** This section should have close attention to the area of maintaining current students' strategies. The constant effort to maintain or retain students should always be present. Having a plan and strategies for this will help the process.

**Retention Strategies: 2011-2012**

**Strategies:**

UCA strives to maintain a high degree of parent and student satisfaction.

**Result Intended:**

*Short Term Goal:*

UCA will provide early registration discounts, open-door policy, and extra-curricular activities.

*Long Term Goals:*

UCA intends to retain every student that enrolls.

**Retention Action Plan:** Just as recruitment is an important area of maintaining school life, so is the retention of current students. It is important to pay attention to this plan as it will need to be implemented during the school year.

**Retention Action Plan: 2011-2012**

1. Early Registration discount
2. Open-door policy: parents/students are encouraged to speak directly to teachers, head teacher and/or school board chairperson. Ex: We had a student whose mother made plans to place her child in a local public school as she was not making the transition from the lower grades classroom to the upper grades classroom well. David Pasos met with the mother and then requested meeting with the mother and the school board chair. As a result of this meeting, UCA obtained the services of a middle school counselor, who provided several specialized classes addressing the entire class. The children enjoyed the classes and the child is still attending UCA.
3. Extra-curricular activities (8<sup>th</sup> grade class trip, March Madness, Field Trips, Gymnastic clinic, Book Fair, Science Fair, School Spirit week, etc...) to encourage student perception that school is "fun."



#	Action	Responsible	Start Date	End Date	Milestone
1	Early registration discount	School treasurer	February 2012	May 30,2012	50% early enrollment
2	Open-door Policy	Teachers, school board chair	as needed	NA	positive results from meetings
3	Extra-curricular activities	Teachers	School year	NA	Students and parents excited about school activities
4					

**Analysis of Satisfaction Levels:** A very important area to analyze during the school year is the satisfaction of students, parents and staff. This area, if monitored closely, can influence greatly and add very important information towards a better school, better communication between parents and school and all around greater satisfaction levels.

<b><i>Analysis of Satisfaction Levels</i></b>	2011-2012
<b>Strategies:</b>	
Annual Surveys are analyzed for positive trends and for negative trends that need to be addressed. Exit Survey for those students who are placed in another school mid-year or for those who do not return.	
Suggestion box is for parents or students who would like to make needs/issues known anonymously.	
Comment/Concern forms readily available.	
The question is asked: “Are you satisfied with the school?” during parent/teacher conferences.	
<b>Result Intended:</b>	
While 100% satisfaction is not generally obtainable, it is the goal of UCA to reach such a level of satisfaction that all current students will remain at the school from year to year, parents will be eager to send their children to UCA and word of mouth references will be highly positive.	

**Analysis of Satisfaction Levels Action Plan:** A process should be in place at all times to help maintain open communication between school and the parents. This process is of great import as it relays the feelings, likes and dislikes of the school's patrons. Pay close attention to have a process in place to facilitate the communication process.

***Analysis of Satisfaction Levels-Action Plan:*** 2011-2012

The 2011-2012 exit survey will be completed spring semester with the Teachers and School Board implementing any changes needing to be made to increase satisfaction.

#	Action	Responsible	Start Date	End Date	Milestone
1	Surveys	School Board	Annually	NA	80% response rate
2	Exit Surveys	Secretary	2010-2011	NA	100% response rate
3	Suggestion Box	Head Teacher	November 2011	NA	100% response rate
4	Comment/Concern forms	Secretary	2010-2011	NA	All concerns addressed
5	Verbal question	Teachers	2011-2012	NA	90% report satisfaction

# Marketing Plan

**Step 1: Situation Analysis:** Examine your current marketing program or examine your internal and external environment to understand where you are today and how you arrived there.

*Questions for guidance:* Describe your past experiences relative to the financial, human and capital resources as well as the strength and weaknesses of UCA. Describe the cultural, societal, economic and demographic trends in your neighborhood. What other marketing opportunities can be identified from the strength and weaknesses?

Strengths 2011-2012	Weaknesses 2011-2012	New Opportunities 2011-2012
<p>Strong academics, low student-teacher ratio, small school with family feel, part of a constituency with four area churches, pastoral involvement, parental involvement, a school gymnasium and field for sports, young and energetic teachers and staff.</p>	<p>Safety due to being surrounded by public school environment, school programs (Christmas, Home and School, other) which advertise the school, student materials (textbooks, workbooks vs. copies), cleanliness.</p>	<p>Provide an easy access alternative to near-by public school.            Increase school advertisement during school programs.            Increase parental involvement by utilizing parent volunteers to regularly clean the school.</p>

**Step 2: Market Research:** Surveys and discussion groups with school and non-school parents are the best ways to really understand your market for the purpose of developing a marketing plan. A self-evaluation can be also helpful in answering the following questions and thus understanding your market. Here are some categories for self-evaluation: academic excellence, values/character building/religious training, convenience, physical plant, safety, physical education, faculty, extracurricular activities, sense of community, cost.

*Questions for guidance:* Why do parents of our current students choose our school? Why do some parents choose other schools? What does the community think of our school? What are the public officials saying about our school?

<p><b>What is the school’s position/image in the community?</b>            In the non-SDA community the school is generally not known.</p> <p><b>Statement of Image</b>            Not well-known.</p> <p><b>Is it a strength or weakness?</b>            Weakness.</p> <p><b>Identified opportunity to market or improve.</b>  <i>Short Term Goal: 2011-2012-met</i></p> <ol style="list-style-type: none"> <li>1. Raising awareness of the school has been a focus during the last couple of years with the school’s inclusion on a website for private schools (IndependentED.org and Private schoolreview.com). This has generated some interest with multiple requests for information packets.</li> <li>2. Upon recommendation from the initial EDGE evaluation, we have added a very nice sign directing attention to the school.</li> </ol> <p><i>Long Term Goal:</i>            Increase positive awareness of UCA in the community.</p>
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**Step 3: Identify Target Segment:** The goal here is to match your school's strength with people most likely to be influenced by those strength. Describe your target group in detail. Where do they live? What are their lifestyles? Can they afford your services? What are their needs?

*Questions for guidance:* What types of parents are most likely to choose our school as it currently exists? What types of parents might choose our school if we make some affordable improvements or changes? What financial resources exist to answer price questions?

### **Market Segment Group**

1. Close community contacts, friends, and family of current and past students.
2. Affiliated churches.
3. Parents with an interest in Christian education in a small, family environment.

### **Why this group?**

1. Parents are unlikely to drive long distances for child's schooling; therefore distance is an important consideration. Friends and family members of students are the most likely to be influenced (either positively or negatively) by the things that are said about the school.
2. Affiliated church members have an inherent interest in Christian education and are encouraged by the church family to send their children to an SDA school.
3. UCA provides Christian education and training in a small, family environment.

### **Perceived benefit to school.**

1. Families who live near the school are able to be more involved in school life.
2. SDA church members who send their children to an SDA school are dedicated to the well-being of the school.
3. A warm Christian experience for all.

**Step 4: Marketing Strategy:** Brainstorm for ways to develop and communicate the right messages about your school and for ways to create the right improvements to UCA, Develop measurable goals.

*Questions for guidance:* what are the quantifiable goals for UCA marketing program? How will they be measured? What will be offered to the key decision makers in relation to the school service (product)? How will the children and key-decision makers use the services (distribution)? What is the message to be communicated to the key decision makers (Promotion)? What must the key decision makers give up to send their children to school (Price)?

### **Key Messages**

1. UCA has a great educational program with Christian emphasis.
2. The smallness of the school provides a family feel with individualized attention to each child's needs.
3. The mix of grades in the classrooms provides an opportunity for children to learn to work with others who not only have different personalities and talents, but also are at different levels scholastically and intellectually. This provides them with a sample, in a well-controlled setting, of what "real life" is all about.
4. Tuition is very competitive with other Christian schools in the area.

### **Strategies for Conveying These Messages**

Word of mouth, church programs, special school programs

## Suggested Improvements

Encourage word of mouth marketing in our school newsletters and during parent-teacher conferences. Highlight the message during church programs and special school programs.

## Strategies for Creating These Improvements

### Short Term Goals:

1. During school programs and parent-teacher conferences, ask parents, children and church members to mention the school in a positive way.
2. In the school newsletter, remind parents and children to encourage friends and neighbors to look into UCA.

### Long Term Goal:

Increase communication of the right message about UCA.

**Step 5: Marketing Tactics & Budget:** When executing marketing strategies, it is important to get the basics right, be clear about who is doing what and track progress carefully. First and foremost, the strategy must be communicated and supported. All members of the school community need to understand the message, including which elements of it are the main focuses and which are the important facts supporting it. All members need to understand their role in disseminating the message. All members need to understand the goals of the marketing program and why they are important. Give a detailed account of each aspect of the strategy that will be out into operation.

Questions for guidance- what actions will we take? Who will be responsible for implementing each action? When will it be accomplished and how much does it cost? What are the growth targets and how will we measure the results?

### Audience:

Community, friends, family of current students

### Goal #1:

Increase word of mouth referrals

### Strategy A:

Encourage all those involved with the school to increase positive communication about the school.

Action plans	Responsibility Delegated to	Cost/Funding Source	Timeline	Measurements Results
Request parents, students, church members discuss school with daily contacts and hand out school brochures.	Teachers, school board members encourage parent, student participation in this outreach.	Brochures \$0.68 each.	Entire school year 2011-2012.	Upon entrance to school, determine factors influencing decision.

<b>Audience:</b> Affiliated churches				
<b>Goal #2:</b> Increase the number of students from each of the affiliated churches attending UCA.				
<b>Strategy A:</b> Encourage constituent church awareness of and rationale for SDA education.				
Action plans	Responsibility Delegated to	Cost/Funding Source	Timeline	Measurements Results
1. Encourage SDA education in the pulpits. 2. Promote UCA weekly	1. Pastors, elders (especially those whose children are attending UCA) and guest speakers (Gary Rouse) 2. School board representative from each church	1. None – only time to prepare and deliver sermons 2. None - only time to disseminate information for bulletin and oral announcements	1. Continuously 2. Continuously	1. Increase in number of students from constituent churches with a target of 60%. 2. Same as above.

**Step 6: Evaluate the Strategies:** Your basic messages are unlikely to change dramatically from year to year, but your strategies should be evaluated biannually so that he weaknesses can be identified and strengthened, or strategies can be adapted to meet new market needs.

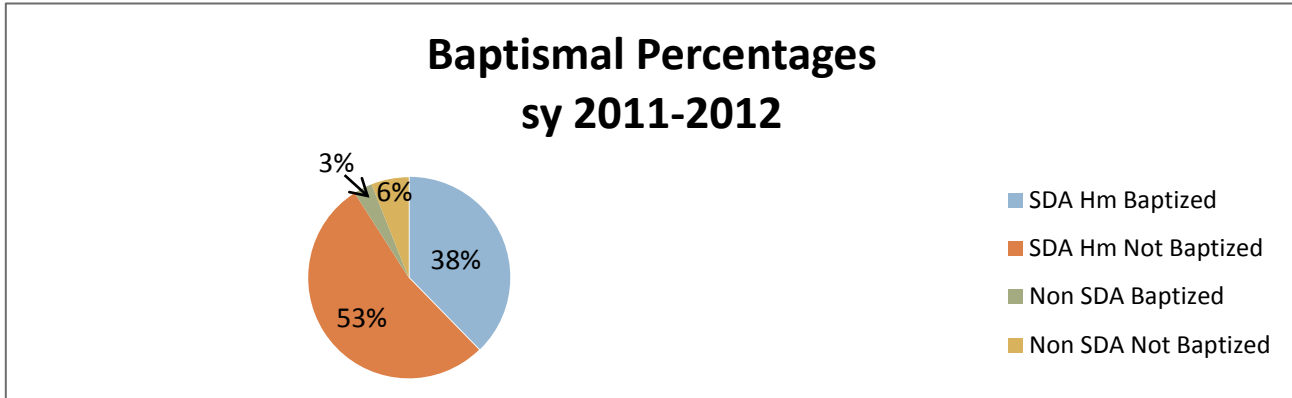
*Questions for guidance:* Did we achieve our goal/s? Which strategies should we continue? What have we learned? What are the new targets created from this evaluation?

Strategy 1	Action Step	Outcomes	Suggested Revision or Future Action	Reviewed by/Date
To be reviewed by school board at end of school year and biannually each year thereafter.				
Strategy 2	Action Step	Outcomes	Suggested Revision or Future Action	Reviewed by/Date
To be reviewed by school board at end of school year and biannually each year thereafter.				

# Baptismal Plan

The Pastors of the four constituent churches will work together to hold a week of prayer for the school. The importance of publicly turning your life over to Jesus will be highlighted during this program with one or more calls during the week. The pastors will provide baptismal classes for those students who attend their respective churches.

This was done in the fall of this year with a 100% favorable response to a call to dedicate and/or rededicate the student's and teacher's lives to God. The local pastors are following up with baptismal classes as is appropriate for the individual student in cooperation with the student's parents.



## Enrollment Trends 2005-2012

### UCA History

From the year 1949-2009 the school was under the name of Greenville SDA Church School. In 2010 the school became a constituency organization between the Greenville SDA Church, Greenville SDA Spanish Church and the North Anderson SDA Church. At that point the school became the Upstate Christian Academy- A Ministry of the SDA Church. During the 2011-2012 school year the Clemson SDA Church joined the constituency organization.

This report shows the enrollment trends from the year 2005 to the present school year, 2012.

