

# CSIP- Approved



Mission Statement, Core Values, Ministry Philosophy  
Expected Student Outcomes  
Strategic Initiatives  
Continuous School Improvement Plan (CSIP)  
Follow-Up from Prior Visit Recommendations  
Statement of Faith





# **Mission Statement**

Plymouth Christian Academy

**Plymouth Christian Academy, in partnership with parents, educates students from a biblical worldview and equips them for a lifetime of learning, leadership, service and as faithful followers of Christ.**



# Purpose Statement

Plymouth Christian Academy

**Plymouth Christian Academy's purpose is to produce students matured in their love for God, steeped in His Word, educated about His world, dedicated to lives of service and learning, and prepared to fulfill their calling in His kingdom**



# Vision Statement

Plymouth Christian Academy

**Plymouth Christian Academy is committed to providing the highest quality Christian college preparatory education throughout Southeastern Michigan in collaboration with parents, local churches, and ministry partners to develop lifelong faithful followers of Christ.**

# Core Values



Plymouth Christian  
Academy

**PCA C. A. R. E. S.**

- C** - Christ-Centered
- A**- Academic Minded
- R** - Relationally Focused
- E** - Excellence Driven
- S** - Spiritual Unity

**Christ Centered** - Jesus Christ is central to all academic, spiritual and physical instruction. We actively share the gospel message of salvation, by grace through faith in Jesus Christ alone, with our school community and around the world.

**Academic Minded** - Because we believe that the Bible is the inerrant, literal and the source of absolute truth, it provides the foundation for all that we do. The school is focused academically in providing a strong college preparatory program as well as general education through curricular and extra curricular programs. Parents and teachers demonstrate the importance of inquiry, investigation, discovery, study, critical thinking, problem solving, creativity, and diligence in the pursuit of daily learning.

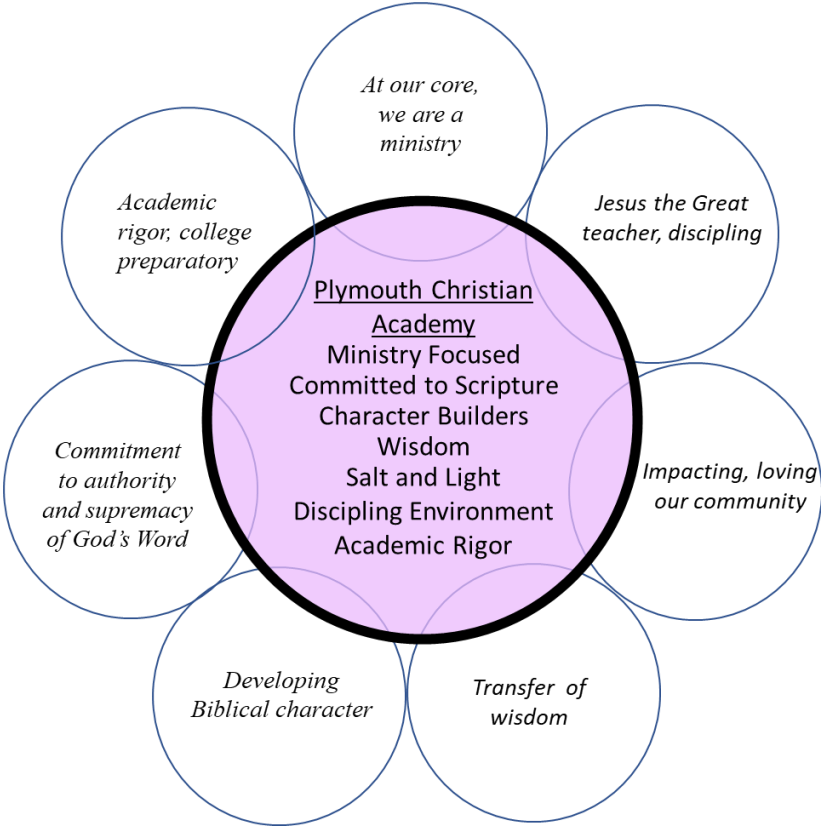
**Relationally Focused** - We are made in the image of God and as we recognize and respond to the truth of Scripture. We embrace diversity, demonstrate compassion, show respect, and offer forgiveness as part of the body of Christ.

**Excellence Driven** - We believe that we are called to do all things with excellence as we strive to advance each student in four life areas: spiritual, academic, social and physical.

**Spiritual Unity** - The family and school work together, with like-minded devotion, to support the intellectual and spiritual growth of the student for the purpose God has for their lives.



# Plymouth Christian Academy's Ministry Philosophy





# Plymouth Christian Academy's Ministry Philosophy

- *At our core, we are a ministry. We are not only a mere alternative to public schools with higher moral standards, smaller class sizes, or higher academic standards. We exist to mature students into faithful followers of Him.*
- *We believe in a God that is sovereign and that he brings families to PCA for His purposes, allowing us to serve these students and families for His glory.*
- *We believe in the authority and supremacy of God's Word, the Bible. We believe that it is trustworthy, inerrant, relevant, complete, and the final authority. Therefore, as leaders, we make decisions based on God's Word and daily teach each of our students the precepts of the Bible so that they would grow to revere it and rely on it for the rest of their lives.*
- *Our school exists to develop wisdom in our students, rather than mere absorption of information. Our calling as an academic institution is to provide an environment which equips young men and women to find their purpose and worth in Him, developing Biblical character and establishing a vibrant personal relationship with Him.*
- *We are a college preparatory institution which provides academic rigor challenging each of our entire PCA student body to fulfill their calling, giftings and capabilities to serve Him with excellence.*
- *Each of us is called to be salt and light in the places we work, play, and live. Therefore, staff and students are expected to be image bearers of Jesus and to verbally proclaim who God is to those around us. Because of this, we have high expectations for our behavior, character, and engaging our communities in a way that allows them to see the truths of Jesus and His character in us. We provide gospel-rich education and disciple our students in how to live out the Great Commission.*
- *We believe that the ultimate teacher in all of history was Jesus. His methodology and approach to teaching provide a model for our staff. Each and every teaching and non-teaching staff member is called to disciple the students He has trusted us with. We are all on mission together to say "Follow me".*



# **Expected Student Outcomes**

## **The PCA Graduate at Graduation will be:**

- **A Vibrant and Growing Follower of Jesus**
- **Prepared Intellectually and Socially for the Transition to College and a Lifetime of Learning**
- **Established in the Foundations of Leadership and Service to Others**

# Expected Student Outcomes

## A Vibrant and Growing Follower of Jesus

- a) Knows God's Word and has demonstrated an ongoing commitment to studying and apply it to their lives
- b) Active in their local church and has a plan to continue to be involved in fellowship with other believers post graduation
- c) Has demonstrated an ongoing, regular and disciplined prayer life
- d) Can articulate the Gospel and has demonstrated an ongoing practice of sharing it with others

# Expected Student Outcomes

## Prepared Intellectually and Socially for the Transition to College and a Lifetime of Learning


- a) Has been challenged with academic rigor that has stretched their individual capability each year K-12
- b) Capable of Entering a Top 250 National University
- c) Able to articulate their individual identity as a follower of Christ
- d) Has been exposed to a broad spectrum of experiences and opportunities including athletics, the arts, clubs and ministries to identify and build God's unique gifting in each graduate

# Expected Student Outcomes

## Established in the Foundations of Leadership and Service to Others

- a) Has participated as a mentor and a mentee throughout their Secondary school years
- b) During each of their K-12 years the Graduate has been involved in a community service projects with increasing levels of engagement and leadership
- c) Can articulate how their relationship with Jesus integrates with their long-term vocational plan
- d) Has a thorough understanding of Biblical worldview and the dignity and worth of every human being as created in the image of God

# 2022-2027 STRATEGIC INITIATIVES



Strategic Initiative #1 - Spiritual Depth

Strategic Initiative #2 – Academic Continuous Improvement

Strategic Initiative #3 – Mission Focused Facility Investments

Strategic Initiative #4 - Strategic Financial Stewardship

Strategic Initiative #5 – Employer of Choice

Strategic Initiative #6 - Relational Ministry Partners

Strategic Initiative #7 - Student Wellness



# **STRATEGIC INITIATIVE #1 - SPIRITUAL DEPTH**

**CULTIVATE A STRONG SPIRITUAL FORMATION CLIMATE AND  
PROVIDE A FIRM BIBLICAL FOUNDATION FOR LIFELONG  
DISCIPLESHIP**

## #1 CULTIVATE A STRONG SPIRITUAL FORMATION CLIMATE AND PROVIDE A FIRM BIBLICAL FOUNDATION FOR LIFELONG DISCIPLESHIP

### Goal 1.1

Develop, gain approval for new senior leadership position responsible for Spiritual Life by 22/23 school year

### Goal 1.2

Select new comprehensive Bible Curricula by:

- 22/23 school year for Secondary School
- 23/24 school year for Elementary

### Goal 1.3

Implement annual assessment tool for evaluating student spiritual life knowledge and application by:

- 22/23 for Secondary School
- 23/24 for Elementary School

### Goal 1.4

Develop and implement ruberic for assessing incoming family church involvement and passion for school mission and ministry by 22/23 school year

### Goal 1.5

Implement Staff Chaplain / Counselor program across Elementary and Secondary School by 23/24 school year

### Goal 1.6

Increase integration of discipleship in athletics. Coaches as disciple makers. Deepen connection of athletics to spiritual formation. Improve integration of Athletics to School Mission and invest accordingly

## #1 CULTIVATE A STRONG SPIRITUAL FORMATION CLIMATE AND PROVIDE A FIRM BIBLICAL FOUNDATION FOR LIFELONG DISCIPLESHIP

### Goal 1.7

Implement increasing levels (by grade) expectation of student ministry involvement in the community, chapel, at their church and globally. Increase involvement in school sponsored short term mission trips including senior high capstone trip to Israel

### Goal 1.8

Lead students toward discovering their vocational calling based on giftings, skills and spiritual passions. Educate students on their integration of their faith to their future to "to be" vocations. Realize 5% increase in graduates whose post PCA graduation next steps relating to college and vocations are based on a primary intent of developing a full time vocational platform to share the Gospel and further God's Kingdom.

### Goal 1.9

Integrate discipleship and discipline into a cohesive strategy where students understand how that behavior impacts their relationship with God and impacts the overall community. Bring congruence between student activities, events, behaviors and PCA mission.





# **STRATEGIC INITIATIVE #2 – ACADEMIC CONTINUOUS IMPROVEMENT**

**CULTIVATE A CULTURE OF CONTINUOUS ACADEMIC  
IMPROVEMENT, OBJECTIVE EVALUATION, AND PARENT  
ENGAGEMENT**

## #2 CULTIVATE A CULTURE OF CONTINUOUS ACADEMIC IMPROVEMENT, OBJECTIVE EVALUATION, AND PARENT ENGAGEMENT

### Goal 2.1

Conduct extensive benchmarking of premier private and in-district public schools relative to academic performance and course offerings.

### Goal 2.2

Ensure that our curriculum is reviewed annually, integrated, and aligned (PS-12) to meet national, state, and biblical standards as well as move PCA to next level of academic rigor.

### Goal 2.3

Expand utilization of on-line elective class offerings from other faith based schools to broaden elective offerings.

### Goal 2.4

Develop grade by grade and subject by subject annual improvement plans based on standardized test results (MAP, PSAT, SAT). Transition school from ACT to SAT with funding provided to all students to take PSAT and SAT.

### Goal 2.5

Develop and implement annual Net Promoter survey for Parents, Staff, Students

### Goal 2.6

By 2025/26 School year, MAP and SAT test scores to be on average 5% better than overall Plymouth Canton Public Schools and Southeast Michigan Christian Schools.

## #2 CULTIVATE A CULTURE OF CONTINUOUS ACADEMIC IMPROVEMENT, OBJECTIVE EVALUATION, AND PARENT ENGAGEMENT

### Goal 2.7

Increase compensation and expectations for Secondary Department heads related to curricula leadership and teacher mentoring.

### Goal 2.8

Develop department head positions and responsibilities for Elementary school. Obtain budget and fill positions

### Goal 2.9

Eliminate study halls and move to pre and / or after school academic coaching centers.

### Goal 2.10

Refine standard of care and admissions requirements for IEP / 504 students aligned to overall mission and staffing.

### Goal 2.11

Expand dual college degree enrollement offerings to allow testing out / credit transfer. Develop with partner Christian schools ability to test out of university freshman Bible classes

### Goal 2.12

Optimize number of classes per day and minutes per class, based on latest research for optimum learning.

## #2 CULTIVATE A CULTURE OF CONTINUOUS ACADEMIC IMPROVEMENT, OBJECTIVE EVALUATION, AND PARENT ENGAGEMENT

### Goal 2.13

60% of all teachers completed their masters by 2026. All teachers meet their contractual contract requirements for Biblical training / education.

### Goal 2.14

Hire new position for Director of Academics / Provost to lead focus on academic excellence

### Goal 2.15

Increase rigor of objective requirements to pass from grade to grade.

### Goal 2.16

Increase expectation of rigor and offerings for STEM and business-related classes including investing in enablers and developing partnerships with local corporations

### Goal 2.17

Increase opportunities to engage and grow offerings in the Arts including increased focus on relationship of Arts to Christianity. Provide additional opportunities to engage students within community, local universities, travel, etc

### Goal 2.18

Implement best practices and tools for engaging parents as partners in educating their students. Increase ongoing information flow relative to student academic achievement and planning

## #2 CULTIVATE A CULTURE OF CONTINUOUS ACADEMIC IMPROVEMENT, OBJECTIVE EVALUATION, AND PARENT ENGAGEMENT

### Goal 2.19

All PCA Administration team to have appropriate ACSI administration Certification by 2025

### Goal 2.20

Implement / Deploy a curricula scope and sequence management tool which provides ability to analyze and integrate academic testing / improvement plans



# STRATEGIC INITIATIVE #3 – MISSION FOCUSED FACILITY INVESTMENTS

GROW, ENHANCE, INVEST IN OUR FACILITIES STRATEGICALLY BASED ON  
FOCUSED PURSUIT OF OUR MISSION

## #3 GROW, ENHANCE, INVEST IN OUR FACILITIES STRATEGICALLY BASED ON FOCUSED PURSUIT OF OUR MISSION

### Goal 3.1

Identify facility shortfalls which inhibit missional excellence. Let our mission and strategic initiatives drive facilities investment. Excellence over growth.

### Goal 3.3

Identify the technology needed in each classroom which enables state of the art student engagement

### Goal 3.4

Identify the safety and security facilities needs of the campus based on studies of recent incidents at schools across the U.S.

### Goal 3.2

Develop architectural plans for increasing classrooms, labs and offices to provide excellence relative to a student body size of 800.

### Goal 3.5

Develop financial assessment to achieve Goal 2, 3 and 4 findings including detailed costs by Fall 2023. Raise \$6M by Fall of 2026

### #3 GROW, ENHANCE, INVEST IN OUR FACILITIES STRATEGICALLY BASED ON FOCUSED PURSUIT OF OUR MISSION

#### Goal 3.6

Update, republish Giving Menu and expand communication of it to PCA families and partners

#### Goal 3.7

Develop strategic plans through benchmarking of other schools and alignment to our PCA mission related to large Athletic and Arts facilities investment projects (Detailed analysis for all projects over \$500k before entering them into the master plan including missional impact analysis, cost analysis, benchmarking, etc.)





# **STRATEGIC INITIATIVE #4 - STRATEGIC FINANCIAL STEWARDSHIP**

**GROW, REFINE THE FAITHFUL STEWARDSHIP OF THE RESOURCES GOD  
HAS PROVIDED TO OPTIMIZE KINGDOM IMPACT**

## #4 GROW, REFINE THE FAITHFUL STEWARDSHIP OF THE RESOURCES GOD HAS PROVIDED TO OPTIMIZE KINGDOM IMPACT

### Goal 4.1

Establish a new dedicated leadership position for School advancement and fundraising by 2023.

### Goal 4.2

Refine strategy / philosophy for student discounts. Move from Discounts and Variable Tuition to Discounts and Financial Aid basis. Clearly document priorities for who we seek to help and to what level

### Goal 4.3

Refine policies related to booster boards including:

- Reporting relationships
- Scope of investments
- Alignment to PCA mission
- Accountability
- Update Bylaws

### Goal 4.4

Assure annual tuition increases are sufficient to support staff salary at competitive levels on an ongoing basis.

### Goal 4.5

Develop matrixed financial reporting which provides cost center perspective (Athletics, High School, Elementary, Home School, Pre-School, etc.



# **STRATEGIC INITIATIVE #5 – EMPLOYER OF CHOICE**

**BECOME THE EMPLOYER OF CHOICE WITHIN THE SOUTHEAST  
MICHIGAN CHRISTIAN SCHOOL NETWORK**

## #5 BECOME THE EMPLOYER OF CHOICE WITHIN THE SOUTHEAST MICHIGAN CHRISTIAN SCHOOL NETWORK

### Goal 5.1

Offer 403b matching or equivalent benefits to experienced staff.

### Goal 5.2

Continue to refine teacher salary grid to be competitive with all local Christian schools based on academic experience, education level and performance

### Goal 5.3

Offer equivalent Personal Development training and programs as local public schools

### Goal 5.4

Establish strong partnerships with target universities for hiring staff with student teaching, recruiting, relationship building. Establish annual onsite university recruiting in Fall of each year at these target schools

## #5 BECOME THE EMPLOYER OF CHOICE WITHIN THE SOUTHEAST MICHIGAN CHRISTIAN SCHOOL NETWORK

### Goal 5.5

Provide equivalent classroom teaching hours and prep time as top Christian Schools. Decrease Secondary required teaching hours to 6 hours

### Goal 5.6

Develop and communicate clear staff evaluation practices, reporting including in classroom assessments and cascaded objectives.

### Goal 5.7

Develop process and strategy for growing leaders within, including the use of individual development plans, internal leader development programs, strategic position rotations and creation of specific development positions for next gen leaders, Develop, update succession plans for all administration positions

### Goal 5.8

Purchase and implement HR people management system. Improve staff web portal to be one stop information of staff data.

### Goal 5.9

Achieve "Exemplary" Status for next Accreditation Cycle



# STRATEGIC INITIATIVE #6 – RELATIONAL MINISTRY PARTNERS

CONTINUE TO DEVELOP, BUILD NEW AND STRENGTHEN EXISTING  
RELATIONSHIPS TO MUTUALLY GROW KINGDOM IMPACT

## #6 CONTINUE TO DEVELOP, BUILD NEW AND STRENGTHEN EXISTING RELATIONSHIPS TO MUTUALLY GROW KINGDOM IMPACT

### Goal 6.1

Reinvigorate Parent, Teacher Fellowship with leadership by paid staff. Incorporate plans from well establish and highly functional schools.

### Goal 6.2

Cultivate the school's alumni through communication, events, and celebration.

### Goal 6.3

Continue to build relationship with Calvary Baptist Church through shared events, communications, activities, relationships and mission alignment

### Goal 6.4

Engage the Plymouth and Canton community through participation at events, meetings, community service. Be recognized in the community as a valued asset. Build partnerships with Plymouth Canton School leadership

### Goal 6.5

Partner with local churches, associations, ministries to build relationships and increase overall Kingdom impact on community.

### Goal 6.6

Increase number of large venue interactions with parents, administration and Regent Board. Includes establishment of new communications position.



# STRATEGIC INITIATIVE # 7 - STUDENT WELLNESS

EXCELLENCE IN LOVING OUR STUDENTS



## #7 EXCELLENCE IN LOVING OUR STUDENTS

### Goal 7.1

Develop strategy and policies for student medical care including increase in on site hours of our School Nurse position.

### Goal 7.2

Develop and Deploy Nutritional Meal Plan that meet or exceed USDA standards for schools

### Goal 7.3

Reconfirm, adjust strategies and policies for Spiritual Life, School Discipline, Fine Arts and Athletics Department strategies as required to achieve PCA Mission Statement and Values

#### Other Co-Related Goals (Reference):

1.5 Chaplain / Counselor Program

3.4 Facilities Safety and Security

2.10 Resource Room Standard of Care