



## *Mission Statement*

*High Point Academy awakens the joy of learning in each child. The school provides a nurturing environment that enables each student to flourish academically, emotionally, morally, physically, and socially. The challenging curriculum provides a traditional and balanced approach to ensure that students acquire tools for analytical thinking. With faculty and family support, students develop the ability to pursue and organize knowledge throughout a lifetime.*



Over the last year, a group of High Point constituents, consisting of administrators, faculty, staff, former and current parents, and board members worked on developing a Strategic Plan to help guide the school for the next five to seven years. During this thorough process we identified seven areas on which to focus with the goal of making High Point Academy an even stronger school.

The seven identified areas of focus are:

- Program
- Facilities
- Faculty, Staff, and Administration
- Finance and Development
- Public Relations
- Board and Governance
- Communication

Although many important changes are planned, we were careful to identify elements which make HPA the special school it is and have made a strong commitment to preserve those elements.

We appreciate all of the work of the planning committee and hope that many of you will be involved in carrying out our ambitious goals in the years ahead.

# I. PROGRAM

## **Background**

High Point Academy prides itself in delivering a traditional and challenging curriculum for kindergarten through eighth grades. However, it is important to evaluate the program continually to ensure that it is current and in line with the most recent educational research about the brain and how children learn. It is also important to be sure that we address the needs of the “whole child” as well as develop a life long enjoyment of learning.

**Goal:** Continually evaluate the organizational structure and curriculum for High Point Academy’s elementary and junior high programs to maintain the core focus on strong academics and learning while developing the “whole child”.

- a. Enhance the junior high program:
  - ♦ Expand enrichment opportunities.
  - ♦ Increase autonomy.
- b. Examine the calendar to improve the over-all flow of the academic year.
- c. Establish a mentoring program between the junior high students and the lower grade students.
- d. Evaluate the use of technology in all curriculum areas.
- e. Develop a comprehensive and integrated health and human development curriculum for K-8 grades.
- f. Build a sense of social responsibility by implementing a comprehensive community service/outreach program.
- g. Clarify the roles and responsibilities of support staff.



## II. FACILITIES

### **Background**

High Point Academy is in the process of completing the 1996 master plan of updating the school's facilities. The purpose of this plan was to provide the best campus in the space available to us so that we are able to deliver an outstanding, well-rounded program to our students. Although the campus has been greatly improved during the past thirteen years due the generosity of the parents and sound fiscal management, there are still areas which need attention. Planning for ongoing maintenance, ensuring student safety, and providing additional facilities are always an important part of strategic thinking.

**Goal:** Develop a master plan for the physical facility of High Point Academy taking into consideration the environmental impact.

- a. Short term:
  - ♦ Renovate the kindergarten playground.
  - ♦ Beautify the campus with added green space, shade trees, and planting.
  - ♦ Develop a facilities maintenance plan.
  
- b. Long term:

Consider implementing the following as part of the facility master plan:

  - ♦ Build gymnasium/multi-purpose space.
  - ♦ Renovate the library and technology center.
  - ♦ Increase the faculty and staff facilities.

### III. FACULTY, STAFF, AND ADMINISTRATION

#### **Background**

High Point Academy has a strong and talented faculty who are committed to delivering the traditional and challenging academic program detailed in the school's mission statement. Although the salaries and benefits have considerably improved in the last several years, it is important for HPA to be competitive with peer schools in salary and benefits for current teachers, staff, and administration as well as being able to attract well-trained, quality staff in the future. In order for the faculty and administration to continue to be current in all areas of learning, sufficient funds need to be available for professional development.

**Goal:** Develop and implement a plan to recruit and retain qualified and diverse faculty, staff, and administrators at High Point Academy.

- a. Pursue diversity of faculty, staff, and administrators by broadening our search for qualified candidates.
- b. Identify future faculty, administration, and staffing needs over the next five to seven years.
- c. Review and upgrade faculty, staff, and administrator compensation packages, especially in the areas of retirement compensation and veteran teacher compensations, as compared to peer schools.
- d. Develop a well-defined recruitment plan that includes a competitive pay scale, professional development requirements, and a benefit package that meets or exceeds peer schools.
- e. Continue to require and support professional and educational growth opportunities for faculty, staff, and administrators.

## IV. FINANCE AND DEVELOPMENT

### **Background**

Due to careful fiscal management, High Point Academy is sound financially with a balanced budget and no debt. However, we are relatively new to raising funds to supplement tuition. We need to become more sophisticated in our fundraising efforts in order to grow our endowment to support all programs, to increase financial aid, and to be able to remain competitive in the area of faculty, staff, and administrative salaries and benefits. Because of our philosophy of keeping tuition at an affordable level for as many families as possible, we will also need to look outside of the HPA community for additional revenue.

**Goal:** Develop and implement a five year financial and development plan that will monitor and support the goals of High Point Academy.

- a. Prepare a five year forecast based on projected revenue and expenses.
- b. Establish a flexible financial planning model to adjust the forecast for various strategic goals and capital expenditures.
- c. Prepare and distribute an Annual Report to communicate key operating, financial, and development indicators.
- d. Develop and implement a comprehensive five year fundraising plan that includes the following targeted goals and strategies:
  - ♦ Grow the endowment to ensure the future sustainability of High Point Academy.
  - ♦ Hire experienced development staff.
  - ♦ Establish a safe operating reserve.
  - ♦ Raise funds for financial aid that will enhance diversification and affordability for families of financial need.
  - ♦ Establish a major donor cultivation program.

## IV. FINANCE AND DEVELOPMENT

(continued)

- ♦ Establish a corporate sponsorship/giving program.
- ♦ Continue to recommend a level of annual giving for each High Point Academy family.
- ♦ Provide periodic reporting on fundraising activities.
- ♦ Develop a case for or analyze the feasibility for the next High Point Academy Capital Campaign.

## V. PUBLIC RELATIONS AND MARKETING

### **Background**

Although High Point Academy has been at full capacity for many years, we are mindful that demographic trends may lead to changes in the student population available for our program. Consequently, it is important for San Gabriel Valley residents to be aware of the academic quality offered by High Point Academy. To this end, a consistent, recognizable, unified look for all of our marketing materials will help assure name and program recognition in the San Gabriel Valley.

**Goal:** Develop, document, and execute a purposeful school-wide marketing plan to accurately and concisely convey the culture, mission, and priorities of High Point Academy and to increase visibility and competitiveness.

- a. Create a concise mission statement that captures the mission, purpose, and overall philosophy of the school.
- b. Engage a professional marketing and advertising firm to perform the following:
  - ♦ Create a unified marketing look to be incorporated in all school publications and communications pieces.
  - ♦ Update and refine an overall theme, logo, and slogan that embrace the school's mission.
  - ♦ Determine an effective promotion and advertising strategy.



## VI. BOARD AND GOVERNANCE

### **Background**

High Point Academy has always had a self-perpetuating board comprised of hard working members with strong convictions about the High Point Academy mission. As society, families, and children change, it is important that the Board of Trustees adapt to the changes while maintaining a strong commitment to the mission. The school has reached a point where it will benefit from a larger, more diverse Board of Trustees.

**Goal:** Improve, formalize, and communicate the governance function and processes of the High Point Academy Board of Trustees (“Board”).

- a. Expand the size of the Board.
- b. Pursue racial/ethnic diversity of the Board.
- c. Pursue professional diversity of the Board.
- d. Adhere to the NAIS Principles of Good Practices for Boards of Trustees.
- e. Include a Board of Trustees section on the HPA web site to include short biographies of each of the members of the Board and summaries of the Board meetings.

## VII. COMMUNICATION

### **Background**

A strong school exists when good communication systems are in place. With technology becoming more prevalent, it is important that HPA examine its communication process to ensure that all constituencies are well informed while at the same time doing our part to reduce the waste of resources.

**Goal:** Enhance the communications program to more effectively relay information to all members of the High Point Academy community.

- a. Analyze and improve our current channels of communication between parents, faculty, administration, Board of Trustees, and alumni.
- b. Reduce the paper flow through the use of technology.



 High Point Academy

*Shared Values*

*Safe*

*Opportunity*

*Academic*

*Respect*