



# Heritage Christian Academy **2023 – 2028 Strategic Plan**

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## HEAD OF SCHOOL ADDRESS

Heritage Christian Academy's mission is to glorify God together by equipping students to pursue Jesus and His purpose for their lives. To more effectively achieve this mission, and to fulfill what we believe to be God's plan for our school, the HCA School Board adopted a rigorous strategic planning process to guide the next 5 years. This document is the result of that process, incorporating the input of constituents and outlining a path for all those involved in Heritage Christian Academy to achieve its mission to its fullest potential.



JOSHUA SAUNDERS  
*Head of School*

The fruit of this process will be seeing our graduates, year after year, leave HCA well-prepared for the future having achieved their academic potential, developed servant hearts to help in the local and global community, and cemented strong personal relationships with Jesus Christ.

God's faithfulness is evidenced by the instrumental growth the school has experienced over the last two years, growing from 235 students to a thriving 380 student across preschool through 10th grade. Today, our program serves as a bright light in the greater community. Now in its 45th year, Heritage Christian Academy is taking an important step in response to God's faithfulness by coming together to develop a strategic plan that will guide its future and help keep the school true to its mission.

Partnering with strategic plan consulting firm OneAccord, work began on the year-long process in the Fall of 2021. A board-appointed Steering Committee made up of staff, parents, and board members was then formed to guide the development of the strategic plan. The invaluable insights gleaned from numerous meetings led to the formation of eight areas of strategic focus. These areas of focus were created by teams that conducted in-depth reviews of various aspects of the school and recommended possible strategic goals to the school board. After further analysis, prayer, and discussion about these goals, the school board voted and approved these eight strategic priorities for HCA to pursue, and thus developed the substance of this plan.

The strategic planning process was guided at every point by the HCA mission statement. It became very clear early in the process that the mission depends on key characteristics of the school. Because these are foundational to the mission, they are called our Core Values and were kept at the forefront of this strategic plan development process.

In creating this Strategic Plan, and in alignment with the school's vision of training leaders to impact the world for Christ through strong academics and a Biblical worldview of teaching, the school's leaders have imagined a Heritage that is even better prepared for the challenges and opportunities of educating students in the 21st Century.

I, as Head of School, ask you to imagine this focused vision with them. Imagine a school where students and their families, at various points along their faith journey, are invited to an even deeper relationship

with Christ. Imagine the educational opportunities offered by consistently high academic standards and a commitment to the mission that creates such a strong demand for enrollment. Imagine an educational environment so rich in opportunities and support, both within and outside the classroom, that student growth is both balanced and continuous. And lastly, imagine a financial foundation that will not only foster this vision, but sustain it well into the future.

Because the leaders of HCA seek to do more than simply imagine this future, they have identified the following strategic goals that you will find outlined below. They are working hard toward identifying, developing, and implementing key steps in achieving these strategic goals which, when achieved, will assure the realization of this future vision. These goals make the mission of Heritage come alive, equip the school to handle future challenges, and enable it to take advantage of future opportunities.

At the heart of the Heritage mission is preparing our students for success in the future – academically, spiritually and socially – so that they can make a positive impact in their community. Maintaining a laser focus on that mission, and these strategic goals for achieving it, will bring Heritage to new heights in a number of important ways. Through these efforts, we will expose more students to excellent Christian education in an academic environment that will be continually reevaluated for best practices. In a world where moral values are under attack and “status quo” is too often accepted, our graduates will become change-agents in their community. Solid foundational skills, spiritual maturity, and the ability to live out their faith will become the cornerstone of each Heritage graduate. Programs will be well-resourced and the return on investment in our future, and eternity, will be easily identified. It is my, and the HCA School Board’s goal that this plan be a living document, taken to heart and implemented as stated to the best of each person’s ability as these elements become integrated into the life of the school.

***God is at work at Heritage – and I invite you to join in the journey.*** If you are wondering how you can get involved, please consider the following opportunities:

- Pray for the Lord’s protection and provision for HCA.
- Consider contributing as a parent volunteer on one of the HCA Board committees. Contact our Board Chairman for details.
- Consider a volunteer opportunity with our team! Whether joining our PTF, helping plan the annual auction, or a number of other opportunities for engagement, we’d love to have your assistance.
- Consider becoming a Strategic Builder to financially support HCA! Much of what HCA accomplishes cannot be done without the faithful, selfless giving found in the HCA community.

I thank you for your continued support.



Joshua Saunders  
Head of School, Heritage Christian Academy

## BACKGROUND

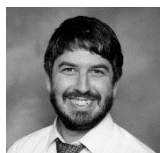
In August 2022, Heritage Christian Academy (HCA) Leadership and Members of the HCA School Board formed a Strategic Planning Committee to develop a guide for the future of the school.

Working collaboratively with key stakeholders from the school and CrossPointe Church, the Committee developed a three- to five-year Strategic Plan incorporating both short- and long-term goals to propel the school from its current to future state while supporting the school's mission and vision. The Strategic Plan was presented to and approved by the School Board in January 2023 and the Committee meets regularly to oversee the implementation of the plan, ensuring continuous progress towards the identified strategic goals.

## STRATEGIC PLANNING COMMITTEE

The Strategic Planning Committee is chaired by the Head of School and consists of various members including school staff, school board, CrossPointe Church, and parent representation. Break-out Committees were formed as needed to solicit input from key stakeholders in areas such as technology, academics, arts, athletics, finance, and others.

The committee is currently made up of the following members:



**JOSH SAUNDERS**  
HEAD OF SCHOOL, COMMITTEE CHAIR  
*HCA Board Member, Parent*



**STEPHANIE ANDREIOTTI**  
ELEMENTARY PRINCIPAL  
*HCA Board Member, Parent*



**LAUREN VALERIO**  
DIRECTOR OF MARKETING,  
ENROLLMENT, AND COMMUNICATION  
*HCA Board Member, Parent*



**JAKE FOSTER**  
CROSSPOINT CHURCH  
*HCA Board Member, Parent*



**MEGAN PETOFALVI**  
STRATEGIC PLAN FACILITATOR  
*HCA Board Member, Parent*

## WHO WE ARE

Heritage Christian Academy adheres to "Kingdom Education Principles" that drive biblical integration into every aspect of the school.

When you join the Heritage family, it feels exactly as it sounds, you become "family." That means we care about you and your goals and aspirations. We seek fellowship with you and want you to become a familiar face in school activities and programs. Here you can cultivate Christian friendships for your children as well as for yourself, personally.

Heritage Christian Academy is dedicated to a family orientation that cultivates relationships between teachers, students, and parents. Our mission is to assist families, and we take that mission seriously. Some schools would rather have parents drop their kids off at the front of the school and never get involved in the life of the school. Our stance is that education is the parent's responsibility, and that we become an extension of the family in providing part of that education on behalf of the parents. We want every parent involved in the life of the school.



## MISSION

We glorify God together by equipping students to pursue Jesus and His purpose for their lives.

## VISION

The Heritage Christian and CrossPointe community serves students based on Faith, Family, and Fundamentals. Our unified culture personally engages every family, student, and educator as we partner in the stewardship of our collective time, talent, and resources. Christ is reflected in equipping each aspect of the whole child; educational, spiritual, social, emotional, and physical development. Students are inspired to live, lead, and serve their community in a way that glorifies God.



## WHY PARENTS CHOOSE HCA

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### GOD FIRST

Central to our purpose is equipping students with an unwavering, Christ centered, bible-based education.

### SERVICE LEARNING

We create opportunities for our students to serve others as a testament to the love of Christ.

### FAMILY FOCUS

We are dedicated to a family atmosphere that cultivates relationships between teachers, students, and parents, allowing families to be a part of their child's education and spiritual formation.

### SMALL CLASSES

Our small class size ensures each student gets the attention they need.

### CORE VALUES

At HCA, we passionately pursue our mission and exemplify our core values in all that we do.

## OUR CORE VALUES

### FAITH

A community abiding in faith through a pursuit of Jesus and an absolute dependence on Him.

"I am the vine; you are the branches. If you remain in me and I in you, you will bear much fruit; apart from me you can do nothing." John 15:5

### LOVE

Actively receiving and giving away God's unconditional love.

"Love is patient, love is kind. It does not envy, it does not boast, it is not proud. It is not rude, it is not selfseeking, it is not easily angered, it keeps no record of wrongs. Love does not delight in evil but rejoices with the truth." 1 Corinthians 13:1

### UNITY

Joining, in grace and truth, from all cultural, ethnic, and economic backgrounds, united together for the sole purpose to glorify Jesus.

"That together you may with one voice glorify the God and Father of our Lord Jesus Christ." Romans 15:6

### INTEGRITY

The quality of having strong ethical or moral principles and following them at all times, no matter who's watching.

"Whoever walks in integrity walks securely, but he who makes his ways crooked will be found out." Proverbs 10:9

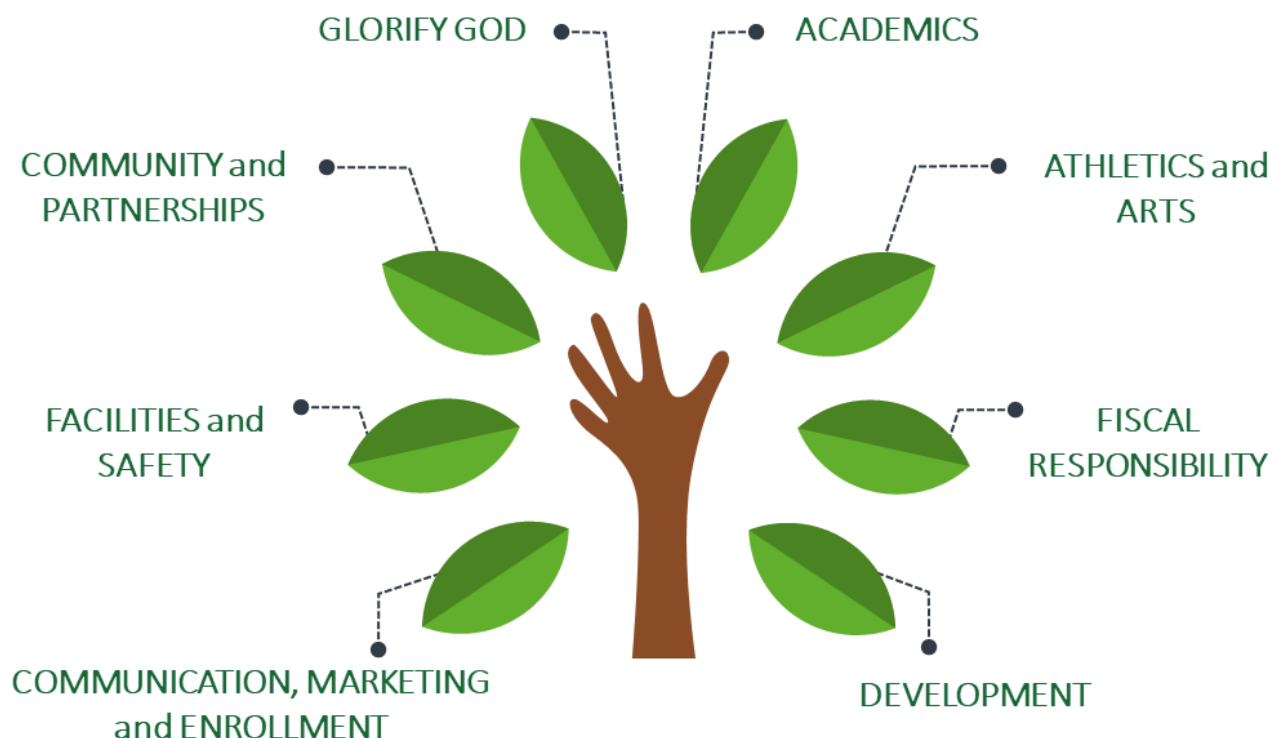
### DILIGENCE

We continuously persevere through challenges with determination, grace, and hope in God's plan for our lives.

"We want each of you to show this same diligence to the very end, so that what you hope for may be fully realized." Hebrews 6:1

## OUR STRATEGIC GOALS

The Strategic Planning Committee adopted a rigorous strategic planning process to guide HCA for the next three to five years. This document is a result of that process, incorporating the input of various key stakeholders from our school and church communities. The eight strategic goals that follow have been carefully and prayerfully developed to guide HCA, ensuring that staff and students are well-prepared for the future in terms of growth, academic success, and the development of servant hearts.



### GLORIFY GOD

*Empower students to fulfill our mission to live, lead, and serve their community in a way that glorifies God, while providing an environment for children to develop and nurture a relationship with Christ.*

1. Intentionally cultivate Christ-like character through ongoing program offerings aimed at equipping our students in their walk with Christ.
2. Facilitate discipleship opportunities for parents to engage in the church and school communities.
3. Expand servant opportunities to engage students and parents.
4. Develop faculty and staff to embody HCA's core values and leadership traits.



## ACADEMICS

*Develop reputation as an exceptional private Christian school in greater Bothell area offering a comprehensive, bible-based curriculum to all families who desire a Christ-centered education for their children.*

1. Establish a direct pathway to Christian education for future graduates.
2. Define a range of support to all students through the Learning Success Center.
3. Ensure curriculum remains effective to facilitate growth of a diverse student body.

## ATHLETICS and ARTS

*Increase engagement and quality of offerings to develop and nurture students' skillsets and abilities outside of the academic environment.*

1. Upgrade existing athletic offerings and facilities to provide an environment to train and compete.
2. Develop more comprehensive arts offerings.
3. Increase the variety/quality of after-school programs.

## COMMUNICATION, MARKETING, and ENROLLMENT

*Drive deeper parent connection, streamline communication within the organization, and reach the greater Bothell community.*

1. Increase visibility across the community through the ongoing development and implementation of media across multiple platforms.
2. Improve and enhance HCA Website to promote better parent connection and engagement.
3. Create and implement a comprehensive, well-designed master communications plan to improve internal and external communications.
4. Increase student retention rate and identify enrollment growth goals.
5. Streamline new enrollment and retention processes/protocols for optimal customer experience.

## COMMUNITY and PARTNERSHIPS

*Foster partnerships and engagement with all stakeholders across the broader community.*

1. Foster ongoing relationship development between HCA and CPC to strengthen the school/church ties through discipleship, resource sharing, and community outreach.
2. Ensure effective, visionary School Board governance that provides leadership, ensures accountability, and supports HCA's overall mission.
3. Facilitate engagement opportunities for parents to partner with HCA staff through the implementation of Parent Teacher Fellowship.

## DEVELOPMENT

*Form a Development Committee to implement a comprehensive Donor Program and Giving Campaign focused on driving additional fundraising efforts to support HCA's strategic growth plans.*

1. Plan for and initiate a capital campaign to raise funds for advancement of HCA campus offerings.
2. Engage with alumni and donors through ongoing, scheduled communication.
3. Develop and improve fundraising opportunities to provide additional avenues of income for HCA.

## FACILITIES and SAFETY

*Be good stewards of our existing facilities while prayerfully planning to position the campus to accommodate growth and provide a safe and secure environment for our staff and students.*

1. Evaluate and develop plan to improve physical security throughout the campus.
2. Continue to maintain, improve, and refresh existing facilities and systems to meet the needs of staff and students.
3. Identify and address short- and long-term Campus Improvements to accommodate school growth trajectory.

## FISCAL RESPONSIBILITY

*Strengthen our financial position, establish ongoing streams of revenue, and raise funds to support our future growth.*

1. Review Billing + Tuition structures to ensure HCA remains financially viable yet competitive when compared to other private school offerings in the greater Bothell area.
2. Develop and maintain staff retention measures including professional development, competitive compensation packages, and leadership opportunities.
3. Develop long-term financial plan to support the mission of the school.