

**THE KING'S ACADEMY  
STRATEGIC PLAN  
Updated October 28, 2008**

**MISSION:** The King's Academy is a Christ-centered day and boarding school reaching local, national and international students of all socioeconomic backgrounds, educating and preparing them academically, emotionally, physically, socially and spiritually for the twenty-first century.

**CORE VALUES:** Faith in God  
Christ-centered Vision  
Christ-like Character  
Christian Community  
Excellence in Christ

**FACILITIES PRIORITIES:** Develop a comprehensive campus master plan to provide comfortable, attractive and safe educational and residential facilities conducive to learning and growth for a student body of 768 students, with three sections of classes at each grade level—Pre K through Grade 12, including 130 boarding students in Grades 7-12.

Goal 1.1: Obtain approval of the Sevier County Highway Department and the Sevier County Commission to close Smothers Road as a public road.

Goal 1.2: Dismantle and remove the non-functional water tower.

Goal 1.3: Connect the campus sewer lines to the local sewer service and dismantle the existing waste water treatment plant.

Goal 1.4: Develop a new main entrance to the central part of campus along Boyds Creek Highway between the cemetery and the church, with the ability to monitor and restrict access into campus.

Goal 1.5: Renovate Anderson/Hasson/Woody Buildings and connecting corridors, developing areas for upper school academic disciplines and departments (science, language, social studies, etc.).

Initiative 1.5.1: Anderson Building

- Install fire alarm and sprinkler system.
- Replace electrical system.
- Renovate all offices, classrooms and hallways.
- Renovate all rest rooms; provide hot water in all
- Install central HVAC.
- Replace cupola with vinyl carillon tower.

#### Initiative 1.5.2: Hasson Building

- Install new, east entrance to second level.
- Install safety stairwell for third level.
- Replace single pane windows with dual pane, insulated vinyl or aluminum frame windows.
- Install fire alarm and sprinkler system.
- Renovate all three levels for classroom and office space.
- Renovate all rest rooms; provide hot water in all.

#### Initiative 1.5.3: Woody Building

- Replace single pane windows with dual pane, insulated, vinyl or aluminum frame windows.
- Install fire alarm and sprinkler system.
- Renovate lower level classrooms.
- Renovate all rest rooms; provide hot water in all.
- Auditorium
  - Install new theater seating.
  - Install new ceiling and lighting.
  - Construct sound/light control booth at rear of auditorium.

#### Initiative 1.5.4: Connecting corridors

- Replace single pane windows with dual pane, insulated vinyl or aluminum frame windows.
- Install fire alarm and sprinkler system.
- Renovate all entrances.

Goal 1.6: Develop a modern living center community for resident students designed to meet the varying developmental needs of middle and upper school students.

#### Initiative 1.6.1: Upgrade existing dormitories to provide for the needs of current students until new facilities can be constructed.

- Upgrade Atchley Dormitory
  - Install safety stairwell to the second level.
  - Install fire, burglar and sprinkler systems.
  - Replace lounge furniture.
  - Install media.
- Upgrade Stewart Dormitory
  - Install fire, burglar and sprinkler systems.
  - Replace lounge furniture.
  - Install new front steps.
  - Renovate laundry area.
  - Construct staff apartment on first and third levels.
- Upgrade Schubert Dormitory
  - Install safety stairwell at west end of building connected to all three levels.
  - Install fire, burglar and sprinkler systems.
  - Construct staff apartment on second and third levels.

Initiative 1.6.2: Construct new living centers with commons areas, dining facilities and separate areas for middle and upper school, female and male students, and with ample comfortable living space for professional resident life staff.

Goal 1.7: Address the facilities needs for additional elementary and middle school students.

Initiative 1.7.1: Construct additional facilities to accommodate growth in the elementary grades as needed.

Initiative 1.7.2: Construct new middle school building with separate classroom/office facilities to foster community and identity development for middle school students.

Goal 1.8: Construct a multi-purpose facility, centrally located to facilitate all-weather access by lower, middle and upper school students and faculty, to house media services (library, technology, etc) and food services.

Initiative 1.8.1: Design media services facilities to accommodate all grade levels, including unique collections for ministry preparation.

Initiative 1.8.2: Design dining area to accommodate large assemblies and banquets.

Goal 1.9: Construct a Fine Arts building to accommodate unique instructional needs for instrumental and vocal music, drama and visual arts.

Goal 1.10: Expand or replace the existing cafeteria to house central administrative services—admissions, business office, development, president/headmaster.

Goal 1.11: Construct new athletic facilities to provide for recreation, practice and competition for the academy family.

Initiative 1.11.1: Construct playgrounds and recreational areas designed for Grades PreK-5 adjacent to the lower school.

Initiative 1.11.2: Replace the existing gymnasium with a newly constructed centrally located field house to accommodate volleyball, basketball, swimming, strength and conditioning, locker rooms and offices.

Initiative 1.11.3: Construct new facilities to provide practice and competition at all grade levels in football, soccer, baseball, softball, tennis and track/field practice and events.

Initiative 1.11.4: Design facilities to provide for three to five golf holes (par 3 or 4) that would allow for practice of driving, chipping and putting.

Initiative 1.11.5: Design facilities to provide for a paved cross country course with exercise stations spaced throughout the route.

Goal 1.12: Construct well-lit parking areas with space to accommodate projected growth.

Goal 1.13: Provide a more secure campus environment.

Initiative 1.13.1: Install gates or other restrictive devices at road entrances to control vehicle traffic into campus.

Initiative 1.13.2: Install aesthetic barriers to deter pedestrian traffic from entering campus.

Initiative 1.13.3: Provide live security personnel to patrol campus at night.

Initiative 1.13.4: Develop a campus emergency response plan.

Goal 1.14: Develop distinctive signage and install building and directional signage throughout campus.

Goal 1.15: Purchase the residential property contiguous to existing academy property on Rogers Road as it becomes available for purchase.

**FINANCIAL PRIORITIES:** Strengthen the academy financial operations to improve cash flow, and to support and expand academy programs.

Goal 2.1: Develop alternative revenue streams.

Initiative 2.1.1: Develop and manage commercial operations (professional offices, conference center, restaurant, etc.) on the academy's Boyds Creek Highway frontage property between Rogers Road and Grace Baptist Church, and between Smothers Road and Pitner Road to provide additional revenue sources for academy operations.

Initiative 2.1.2: Develop and implement a promotional campaign to enhance the use of academy facilities for retreats and conferences.

Goal 2.2: Increase Development Office efforts.

Initiative 2.2.1: Launch a capital campaign through the Development Office with professional outside consultation to raise the funds required for the campus and program expansion efforts.

Initiative 2.2.2: Increase Annual Fund giving.

Initiative 2.2.3: Identify potential major donors and solicit major gifts, using naming opportunities as additional incentive for support.

Initiative 2.2.4: Promote planned giving opportunities.

Initiative 2.2.5: Identify foundations with affinity for the academy's mission, and submit proposals for support to aid in campus and program expansion.

Initiative 2.2.6: Solicit support for endowment funds: financial aid for needy students, current fund/operations and faculty development.

Initiative 2.2.7: Establish an Alumni, Church and Public Relations position.

- Strengthen and promote positive academy relations with churches of the Tennessee Baptist Convention.
- Promote academy relations with other churches.
- Serve as liaison between academy and alumni.
  - Inform alumni of academy events and activities regularly.
  - Coordinate special events for alumni.
  - Develop signature event for alumni, unique to the academy and led by current students
- Promote the academy through relations with news media.
- Publish *The Clarion* newsletter for alumni and friends.

Goal 2.3: Increase enrollment an average of 40 students per year for next ten years.

Initiative 2.3.1: Intensify Admissions Office efforts to increase and diversify the boarding student population.

- Increase representation from European and Latin American countries.
- Increase representation from other states.
- Increase representation from throughout Tennessee.

Initiative 2.3.2: Reduce attrition rate to 10% or less.

- Assess students for appropriate "fit" within academy philosophy and structure.
- Increase "connectedness" of all students and families to academic program and co-curricular activities.
- As enrollment grows, enhance course offerings and add tracks for students with varying levels of ability.

**FACULTY PRIORITIES:** Recruit and retain highly qualified faculty.

Goal 3.1: Seek out and select faculty with superior credentials, giftedness in teaching, love for students and solid commitment to the academy's core values.

Goal 3.2: Develop and implement additional opportunities for professional development, enrichment and training.

Initiative 3.2.1: Institute a one-week, paid, summer training program for faculty with two years of experience or less.

Initiative 3.2.2: Increase budget support for an ongoing professional development program for all faculty.

Initiative 3.2.3: Establish a mentoring program, pairing experienced faculty with faculty with two year of experience or less.

Initiative 3.2.4: Institute formal ongoing supervision and evaluation process for faculty based on best practices research.

Initiative 3.2.5: Develop “Senior Faculty” or “Faculty Chairs”

- Mentor newer faculty in summer training program and throughout the year.
- Assist faculty in need of improvement to address issues raised by evaluations.

Goal 3.3: Increase faculty salaries to match or exceed average of Sevier/Knox/Blount Counties.

Goal 3.4: Reduced faculty work loads

Initiative 3.4.1: Employ support staff (custodians, aides, etc.) to assist faculty with cleaning classrooms and managing paperwork, logistics and supervision.

Initiative 3.4.2: Reduce preparations for middle/upper school teachers to  $\leq 3$  per day.

Initiative 3.4.3: Provide technology support

- Provide classroom technology to enhance instruction—electronic white boards, in room computers and wireless connectivity throughout campus.
- Provide readily available technology support personnel.
- Equip technology labs for classroom instruction and research.

Goal 3.5: Include faculty in decisions related to school improvement, school atmosphere and other significant academy plans.

**FOCUS PRIORITIES:** Develop and maintain a school atmosphere that is conducive to learning and which fosters well-rounded development of all members of the academy family.

Goal 4.1: Develop a culture of learning.

Initiative 4.1.1: Organize small groups

- Promote Bible studies, discussion groups, etc., among employees.
- Address specific goals during in-service days.

Initiative 4.1.2: Develop a summer enrichment program for all personnel.

Initiative 4.1.3: Strengthen identities of different departments

- Develop departmental statements consistent with academy mission and core values.
- Develop department plans for teaching critical thinking skills.

Initiative 4.1.4: Develop a mentoring program.

- Pair new and experienced faculty and staff members.
- Pair junior and freshmen students in a two-year relationship.

Initiative 4.1.5: Develop tracking system to address student needs on an individual basis.

- Provide college prep and standard tracks.
- Involve parents in all tracking and class schedule decision.

Initiative 4.1.6: Consider the use of the Secondary School Admission Test and/or other pre-admission instruments to evaluate the academic needs of prospective students.

Initiative 4.1.7: Assure that each incoming and current student is a professing Christian, is demonstratively supportive of Christianity or is open-minded to considering a relationship with Christ.

Initiative 4.1.8: Maintain an appropriate ratio of students from Christian backgrounds to non-Christians to maintain a distinctively Christian atmosphere.

Initiative 4.1.9: Assure that all students understand the 24/7 responsibility of representation of the academy and its standards.

Initiative 4.1.10: Guide students in the development of a Student Honor Code.

Initiative 4.1.11: Provide a campus learning center to meet student needs.

Initiative 4.1.12 Provide a system of prompt, effective, accurate and selective communication of information to all members of the academy family.

- Improve existing system of newsletters, bulletins, web site and online communication.
- Use web casts to disseminate information.
- Develop a school newspaper.

Initiative 4.1.13: Increase Advanced Placement, honors and dual (college) credit class offerings.

Initiative 4.1.14: Provide periodic educational programs and opportunities for local community.

Initiative 4.1.15: Enhance co-curricular service requirements to affect community in more positive ways.

Initiative 4.1.16: Develop a program of ongoing recognition and praise for students who achieve and who demonstrate respect and support of academy core values.

Initiative 4.1.17: Provide structured programs of cross-cultural communication among students in different grade levels.

Goal 4.2: Provide a comprehensive resident life program based on student development philosophy and practices.

Initiative 4.2.1: Provide ongoing professional development for resident life personnel.

Initiative 4.2.2: Develop and implement resident life curriculum addressing competencies and skills expected to be acquired during adolescence for passage to young adulthood.

Initiative 4.2.3: Provide a comprehensive activities program for resident students.

Goal 4.3: Promote the development of a biblical world view in every area of campus life.

Initiative 4.3.1: Teach all classes, all grades, and conduct or lead all co-curricular activities from the perspective of a biblical world view.

Initiative 4.3.2: Encourage the spiritual growth of all members of the academy family.

Initiative 4.3.3: Model and encourage prayer throughout the academy community.

Initiative 4.3.4: Actively and intentionally incorporate and apply the academy's core values in every facet of school life (academics, chapel, athletics, drama, etc.) focusing on application through imitation of Christ.

Initiative 4.3.5: Require upper school students to compile a portfolio of their upper school work.

Initiative 4.3.6: Require seniors to present a "capstone" project as a graduation requirement, using diverse media for creative presentations, explaining:

- What they have learned in their upper school experiences,
- Where they are headed and
- What kind of persons they have grown to be.

Initiative 4.3.7: Strengthen the chapel program.

- Focus on specific themes.
- Develop a student worship leadership team.
- Institute Communion as a meaningful worship experience.

Initiative 4.3.8: Evaluate and update PreK-12 Bible Curriculum.

Initiative 4.3.9: Hire a campus chaplain.

Goal 4.4: Build "connections" among members of the academy family.

Initiative 4.4.1: Encourage and expand student involvement in clubs, activities and athletics.

Initiative 4.4.2: Encourage all students to participate in and to attend and support a wide range of co-curricular activities.

Initiative 4.4.3: Increase parental involvement.

- Expand and encourage the Parent-Teacher Fellowship Prayer Ministry.
- Compile list of needs in each department.
- Solicit involvement at registration regarding service interest areas (media center assistance, clerical support, classroom aide, music, media, maintenance, grounds, athletic crews, etc.).

Goal 4.5: Instill a sense of “pride” among academy family.

Initiative 4.5.1: Develop Athletic Department statement of philosophy and purpose.

- Establish goals for each team.
- Require student-athletes to learn and sign department and team statements.
- Emphasize work ethic and discipline in all areas of life through athletics.

Initiative 4.5.2: Require all athletic teams to participate in a community or missions service project.

Initiative 4.5.3: Promote a climate of good sportsmanship at athletic events and other co-curricular events.

Initiative 4.5.4: Establish a campus store for marketing academy spirit and promotional items.

Initiative 4.5.5: Offer sports camps led by academy coaches to the community.