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Initiative 1: **Instructional Leadership – McKinney Christian Academy will provide instructional leadership and effectively and persistently communicate the mission of the school to staff, parents, and students.**

GOAL 1: To advocate, nurture, and sustain a culture and instructional program conducive to the mission of the school, which is to honor Jesus Christ by teaching students to live biblically through education of mind, body, and spirit.

GOAL 2: To create avenues to communicate the mission of the school to its stakeholders.

ACSI Standard 1: Philosophy and Foundations
ACSI Standard 3: Home and Community Relations and Student Services
ACSI Standard 7: Character, Values, and Spiritual Formation of Students

Strategies	Responsibility	Timeline	Resources	Evaluation
Provide a New Parent/Student combined orientation prior to the beginning of school to communicate our vision and mission and how it is accomplished on each campus.	**US Admin Team**	**August 2019**	**Orientation Program**	**Number of new parents that attend**
Continue to provide Student Orientation programs to assist with transitioning new students to MCA by providing opportunities prior to the beginning of school for them to get to know MCA; handbook, services – counselor; academic counselor, expectations, mission, opportunities, etc. Continue to offer a combination of events throughout the summer to acclimate new students and begin to create authentic community.	**Director of Spiritual Life, Professional Counselor, US Principal, Admissions director**	**August 2019**	**Orientation Program**	**New student feedback Teacher feedback as to evaluation of student's classroom transition to MCA based on information provided and actual transition experience.**
Continue to provide resources for students and parents that can be obtained through RightNow Media and posted by our Director of Spiritual Life and Guidance Counselor and provided through subscription. Continue to develop, implement, and host the Spiritual life and Counselor's Blog.	**Head of School US Principal Director of Spiritual Life Guidance counselor**	**August 2019 On-going**	**Right Now Media**	**Number of families registered Resources published, referenced, and accessed by parents and students.**
Continue to offer a Biblical Backgrounds summer course for all in-coming new US students. Focus to provide Biblical foundation through a hybrid course which utilized current classroom technology and the LMS system.	**Bible Department Chair**	**August 2019**	**FACTS LMS**	**Number of participating students. Feedback from current teachers as to the preparedness of in-coming students to their classrooms.**

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Continue to Utilize FACTS and the FACTS Learning Management System (LMS) as a tool to enhance communication between students, parents and teachers. All student logins will be facilitated and checked for status during the first week of school.	Robert Erger Laura Smith	August 2019	Renweb (LMS)	Integrated access and use of FACTS LMS by staff, students, and parents

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Initiative 2: **Clear and Focused Mission – McKinney Christian Academy shares an understanding of and a commitment to the School's Core Values.**

GOAL 1: **Spiritual**
To see students come to a personal, saving relationship with Jesus Christ
To train students in all aspects of the Christian faith and help them develop a genuine deep love for the Lord
To create an understanding of how the Lord, in and through Scriptures, creates a context for all things in our lives

GOAL 2: **Academic**
To train students in the development of knowledge, learning skills, and the contextual application of all academic disciplines
To teach all disciplines from a Christian worldview with a natural integration of biblical absolutes in all areas
To prepare students for continual development and achievement, regardless of God's specific calling on their lives

GOAL 3: **Social**
To aid students in understanding the importance of fellowship, cooperation, selflessness, and persistent service in the process of self-development
To create an environment where each student can discover, examine, and utilize God-given gifts for personal good and the benefit of others
To develop in students a sense of personal responsibility to God and His creation, including school, church, family, community, country, and the world
To assist students with development.

ACSI Standard 1: Philosophy and Foundations
ACSI Standard 5: Instructional Program and Resources
ACSI Standard 7: Character, Values, and Spiritual Formation of Students

Strategies	Responsibility	Timeline	Resources	Evaluation
Upper School girls and boys will meet for small group leadership/bible study training separated by gender and including multiple grade levels. Groups are assigned during retreat and meet weekly throughout the year.	US Principal Spiritual Life Director	Fall 2019	Right Now Media: Curriculum provided by Director of SL	Survey of students Teacher feedback solicited in meetings and privately
Engage in continuous assessment of curriculum in relation to Aspire/ACT testing results to insure the present and future needs of all students are being met in all academic areas.	US Principal	June 2019	MCA employees	Semester updating of curriculum guides, department meetings, staff

				meetings, and one-to-one conferences
Teachers will utilize standardized test scores as well as daily assessment of student learning to guide curriculum and instruction.	US Principal Academic Counselor Department Chairs	2019-2020	Aspire Testing 9-10 PSAT Testing 10-11	Disaggregation of test results
The Academic Guidance Office will provide ACT testing on-site during a week day for all 11th grade students. (Seniors also have the option of taking the test.)	US Principal Academic Counselor	Spring 2020	ACT Testing 11th	Disaggregation of test results
Continue the use of normative and criterion-based assessments to obtain objective data	US Principal Academic Counselor	On-going	Test Results from standardized testing	Results from ACT, Aspire testing, PSAT College Board, Duke TIP
Design and deliver curricula that responds to the demands of accountability, and is responsive to the need for higher levels of learning. Teachers will have been trained to develop curricula and lessons with the "end in mind." They will know and be comfortable with the concept of "backward mapping," and they know "task analysis." These "tools of the trade" are essential for an efficient and effective "results-oriented" school that successfully serves all students	US Principal	On-going	Staff Development Region 10 Local and Regional College Board	Review Curriculum Guides and Lesson Plans to insure that a backward mapping and task analysis is in place.
Seek to establish internship opportunities for student training and skill development via, Graphic Design, Technology department and others.	US Principal Academic Counselor	On-going	Parents Teachers Technology Director	Student response to opportunities: How many sign up for internships offered.
Provide Staff Development on Biblical Integration while equipping teachers to design and implement Biblical WorldView Goals into their curriculum guides for integration in the classroom	US Principal Director of BI	On-going	In-service provided by MCA experienced staff	Biblical Integration Worksheets embedded in the curriculum guides, Teacher evaluations
Mindfully coordinate chapel programs with small group curriculum in order to consolidate and strengthen the message of our Statement of Faith.	US Principal Director of Spiritual Life	On-going	Right Now Media	Student Impact through response

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			Internally produced curricula.	
Explore integrating Spiritual Emphasis Days in the Spring Calendar led by the director of Spiritual Life to focus on student relationships with Jesus Christ.	**US Principal Director of Spiritual Life**	**Spring 2020**	**Local**	**Student Impact through survey or response**
Continue to evaluate and explore opportunities for MCA Mission Week as it is set aside for all upper school students to share their faith and serve others inside and outside of MCA; locally regionally, and internationally.	**US Principal Director of Spiritual Life: International Missions Coordinator**	**Annual review**	**Local Current MCA families**	**Student participation and impact through survey or direct response**
Continue to design and plan community service days in the Spring and Fall for 9th grade students.	**US Principal Director of Spiritual Life**	**Annual Review**	**Local**	**Student Participation**

Initiative 3: <u>Safe and Orderly Environment</u> -McKinney Christian Academy will provide an orderly, purposeful, business-like atmosphere, which is free from the threat of physical harm. McKinney Christian Academy will provide a school climate that is not oppressive and is conducive to teaching and learning.

Goal 1. Create an environment of comprehensive discipleship through the Gospel bearing work of Christian staff, the modeling of genuine faith by all those who come before the students in our care, community service, and Christian fellowship. Develop authentic critical thinking with the intent of making students skilled in discerning absolute truth, grasping contextual understanding, and becoming learners and practitioners of the biblical worldview. Provide a covenant-based relationship in an ecumenical environment by partnering with Christian families as they carry out their primary role in the loving, thorough education and upbringing of their children.

Goal 2. Create an environment that is orderly and safe.

Goal 3. Develop students to become responsible citizens, who are honest, self-disciplined, respectful of others, who and not only accept, understand, and deal with diversity, but also are appreciative of differences; and, in a cooperative manner, contribute to the community's welfare.

ACSI Standard 1: Philosophy and Foundations
ACSI Standard 3: Home and Community Relations and Student Services
ACSI Standard 6: Student Care
ACSI Standard 7: Character, Values, and Spiritual Formation of Students

Strategies	Responsibility	Timeline	Resources	Evaluation
Ensure that the safety and security of all students, parents, staff, and visitors is the basis for the operation of our facilities .	Head of School US Principal	On-going	Crisis Management Plan, annual review Locked Gates with pass codes	Fire Drills, Tornado Drills, Lock Down Drills, Locked Gates, security cameras
Create a Crisis Management Team to oversee and annually review security programs, response plans and protocols.	Head of School US Principal Crisis Manager Facilities Director Technology Director	On-going	Renweb	Benchmark preparedness standards

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Continue to update and revise the handbook for students/parents addressing expected student behavior and standards of conduct.	US Principal	Annual	Hosted on Website	Website updated
Strengthen the development of young, Christian boys and girls through proactive, ongoing avenues that guide students through proper relationships with one another	US Principal	On-going	Chapel Retreat Small Groups Counselor Teacher Example Mentors - Coaches	Mentoring programs, Small Group Studies, Spiritual Awards at the end of the year,
Support a campus-wide systematic classroom management system designed to allow teachers to immediately address inappropriate behaviors in the classroom with the option for students to "take responsibility themselves for their behavior." Mustang Essentials	US Principals All teaching staff	Annual On-going	Renweb Behavioral data	Number of disciplinary referrals
Focused spiritual and character education program. Set aside time to build stronger community bonds. Seniors will go to fall retreat one day early followed by the entire Upper School for an additional two days. Additional community bonding days will be integrated throughout the year long schedule with the desired purpose of continuing the fellowship and community established at retreat and sustained through small group times of fellowship. (One day each from Homecoming Week and Wild Week, in addition to Spiritual Emphasis day at the end of April) Continue new tradition of Senior Winter Retreat during MLK day week to develop and strengthen class community.	US Principal	Fall 2019 On-going	Community Service Projects Retreat Team building activities	Student Survey Student response
Continue to develop and enhance our Senior Celebration and Send off program set during the last week of school for equipping seniors with information to help integrate their faith in the college setting. Participation by multiple university and college representatives sharing information on organizations available and the practical steps of getting involved.	US Principal Academic Counselor	May 2020	College representatives Academic Counselor	Student response and feedback
Continuation of Annual Senior Faith Symposium: Seniors host symposium with local pastors to discuss within groups their faith and researched reasons why students leave their faith or retain their faith after leaving high school.	DC English teacher US Principal	May 2020	DC Professor Research material	Student and pastor response and feedback

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Initiative 4: **Climate of High Expectations** - McKinney Christian Academy will have a climate of high expectations in which the staff believes and demonstrates that all students can obtain mastery of the school's curriculum. McKinney Christian Academy also believes that they, the staff has the capability to help all students obtain that mastery.

Goal 1. Performance for all students in Standardized Testing will meet or exceed National Averages
Goal 2. Provide a Directed Study Program to accelerate those students that need support to exceed the national Average in Standardized Testing
Goal 3. Provide Staff Development which trains teachers with Best Practices and Advanced Placement Strategies

ACSI Standard 4: Personnel
ACSI Standard 5: Instructional program and resources
ACSI Standard 6: Student Care

Strategies	Responsibility	Timeline	Resources	Evaluation
Teachers plan and use instructional strategies that require student collaboration, self-reflection, and development of critical thinking skills. Teachers personalize instructional strategies and interventions to address individual learning needs of students when necessary. Teachers use instructional strategies that require students to apply knowledge and skills,integrate content and skills with other disciplines, and use technologies as instructional resources and learning tools.	US Principal DS Director Teachers	2019-2020 School Year	•Teacher evaluation criteria •Examples of teacher use of technology as an instructional resource •Interdisciplinary projects •Examples of student use of technology as a learning tool	Eduphoria Principal walk-through evaluations Summative Evaluations TIP mentoring & observations
Participation in effective campus planning procedures to ensure continuous improvement whereby systems and programs are constantly evaluated and revised for improvement	Head of School US Principal Teachers	2019-2020 On-going	Local	Campus plans, reporting procedures, agendas from staff meetings and team planning meetings addressing student needs
Campus principal will report student data that reflects student progress toward specific goals each nine weeks	US Principal Academic Counselor Teachers	2019-2020 On-going	Local	Copies of reports, improvement on benchmark assessments, monitoring logs, student records

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Continue to be above the National and State Average for ACT and SAT Scores and be comparable to other Private Christian Schools our size.	US Principal Academic Counselor Teachers	2019-2020 School Year	Curriculum Guides PSAT/SAT/ACT class Test Result	Results of SAT testing Results of ACT/Aspire testing Results of PSAT
AP and Dual Credit courses will be strengthened and added as options for advanced curricula opportunities. Continue to offer DC English, Speech, US History and College Algebra through Letourneau University. Continue DC Old Testament and New Testament through JBU	US Principal Academic Principal	Annual	Collin College College Board John Brown University Letourneau University	Number of students taking AP and Dual Credit Courses Results of AP Testing and college credits awarded
Continue to seek to provide differentiated instruction for various levels of academic rigor within in each department to meet student need: Implementation of year-long College Algebra in addition to semester DC College Algebra/Statistics: Investigating implementation of DC Statistics for 2020:	US Principal Academic Counselor	2019-2020	ACT/SAT test results	ACT/SAT testing results
Provide professional development and additional AP training as well as Region 10 training opportunities for teaching staff.	US Principal	2019-2020	Money for AP Training Region 10 funding	Professional Development CEUs
Continue to strengthen our Directed Studies program integration aimed at improving student opportunity to exceed the National Average in Standardized testing by providing support through small groups, study skills and strategies, and summer programs.	US Principal DS Director	2019-2020 Annual	Directed Studies Program	Results of diagnostic testing and SAT/ACT/PSAT and Aspire testing
Emphasize teacher excellence, collaboration, and mentoring so that MCA becomes a school where every educator is recognized as a valuable contributor with unique strengths and impressive potential to learn, grow, and improve	US Principal DS Director Prof Dev Coordinator	Annual	Teacher Training Professional Development	Teacher retention Continuing Education CEUs
Continue and strengthen MCA Teacher Induction Program: In pursuit of excellence in teaching, MCA seeks to partner with our newly hired and new to the profession faculty to support transition to first and second year teaching success. The Teacher Induction Program (TIP) will orient faculty to school culture, policies, procedures while providing one-on-one coaching and whole group workshops.	US Principal TIP Coordinator	2019-2020 Annual	MCA Teacher Training	Teacher retention Teacher success

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Initiative 5: __Frequent Monitoring of Student Progress__ - **Pupil progress will be measured frequently, monitored frequently, and the results of those assessments will be used to improve the individual student behaviors and performances, as well as to improve the curriculum as a whole at McKinney Christian Academy.**

Goal 1. Performance for all students in Standardized Testing will meet or exceed National Averages
Goal 2. Utilize the results of PLAN, EXPLORE, PSAT, SAT, and ACT testing to evaluate the strengths and weaknesses of the curriculum
Goal 3. Utilize FACTS and Naviance to keep students and parents updated on student progress and performance

ACSI Standard 3: Home and Community Relations and Student Services
ACSI Standard 5: Instructional Program and Resources

Strategies	Responsibility	Timeline	Resources	Evaluation
Teachers use common grading and reporting policies, processes, and procedures based on clearly defined criteria that represent each student's attainment of content knowledge and skills. These policies, processes, and procedures are implemented consistently across grade levels and courses. Stakeholders are aware of the policies, processes, and procedures. The policies, processes, and procedures are regularly evaluated.	US Principal DS Director US Academic Counselor Teachers	Daily	FACTS Report cards	Student grade reports
Utilize Naviance to help keep a portfolio of student activities beginning in 9th grade; learning styles inventory, and interest inventory.	Academic Counselor	Annual	Naviance Computer lab Mobile lab Personal computers	Naviance reports on use and completion of tasks.
Standardized Testing is given annually and compared against an academic core and college readiness benchmarks established by ACT and CollegeBoard. Curricula are enhanced to help students meet and exceed the benchmarks. Instruction is differentiated throughout departments to meet individual student needs and development for mastery. Ex. College Algebra has been offered as a semester course combined with statistics and now is offered as a year long course for seniors in order to meet their need for more time to master the material in preparation for college level Algebra.	US Principal Academic Counselor	Annual	Testing reports and analysis College Benchmark established scores	Testing reports and analysis
Utilize Naviance to track college/university attendance and graduation of MCA alumni. Examine records for accuracy of input data for alignment.	Academic Counselor	Annual	Naviance FACTS Database	Naviance reports for MCA alumni

Utilize Summer Academies to implement instructional strategies and set goals based on testing results. Academic Counselor will provide school wide and individual department data analysis which will be disseminated through department meetings. Department chairs will develop goals to meet identified deficiencies and share with the members of their department specific strategies to meet the identified need.	**US Principals Academic Counselor Department Chairs**	**Annual**	**Testing reports and analysis**	**Established goals compared with student achievement**

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Initiative 6: __Positive Home-School Relations__ **- McKinney Christian Academy parents and students will understand and support the basic mission of the school and will be given opportunities to play important roles in helping the school achieve its mission.**

Goal 1. Increase the number of parent and community participant
Goal 2. Improve usage of technology to communicate with parents
Goal 3. Increase the number of positive teacher contacts with parents
Goal 4. Provide ways for parents to volunteer and partner with the school

ACSI Standard 1: Philosophy and Foundations
ACSI Standard 3: Home and community Relations and Student Services

Strategies	Responsibility	Timeline	Resources	Evaluation
Partner with PTF to increase parent participation in activities to support all areas of the school: Community service; tailgate; testing, graduation reception, etc.	**US Principal**	**2019-2020 School Year**	**Local**	**Schedule of meetings and events**
Encourage teachers to make positive contacts with parents and communicate on a regular basis. Teachers will contact all parents of students in their small groups during Q1. Teachers will contact all parents of their P2 classes during Q2. Will repeat for spring. US Staff will drive as small groups to each new student's home and deliver a welcome sign/gift and introduce themselves and pray with family prior to the beginning of the year creating positive interaction opportunities	**US Principal Teachers**	**August School year 2019-2020**	**FACTS MCA email Phone access in rooms In-service**	**Parent Contact logs in FACTS** **Copies of class communications sent out to parents/students**
New Student and Parent Orientations: Continue to offer them for students transferring from public school educational systems as well as transfers from other private institutions as there is a need for communication and relationship introductions to assist with student transitions into the MCA environment.	**US Principal**	**Annual**	**Local**	**Number of students and parents attending the Orientation. Successful student transitions Survey**
ISP: International Student Program seeks to partner with various organizations in order to search for covenant based Christian students from foreign countries that wish to attend an I-20 school. International students are better prepared for the transition and English requirements for success.	**US Principal ISP Coordinator**	**Annual**	**Admissions office**	**Successful student transition and continued re-enrollment**

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Continue to investigate ways to expand parental involvement i.e. parents partnering with small group leaders once a month; helping during community service days or missions week; and meeting with parents to seek opportunities for involvement.	**US principal**	**Annual**	**Local PTF**	**Parent participation**
Continue to provide parent information sessions on expectations and course offerings at each grade level, as well as advanced training sessions for college readiness including navigating Naviance and understanding of testing results including AP, Aspire, ACT and SAT.	**US Principal Academic Counselor**	**Annual**	**Academic Counseling Office**	**Parent attendance, response**
Develop comprehensive, cohesive, communication policy. Integrate our communication document that guides and encourages communication shared through handbook as well as personally through the classroom.	**Head of School Principals**	**Annual**	**Communication feedback and documentation**	**Teacher use Parental use**
Implementation of Covenant Relationship document between parents and staff. US Staff will review, implement and seek to continuously improve relationships between staff and parents .	**Head of School Principal**	**Annual**	**Communication feedback and documentation**	**Teacher use Parental use**

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Initiative 7: <u>**Opportunity to learn and Student Time on Task**</u> **- McKinney Christian Academy teachers will allocate a significant amount of time to instruction.**

Goal 1. Maximize teaching time for student learning
Goal 2. Provide staff development on best practices to enhance student engagement in the learning process
Goal 3. Reduce the number of interruptions during the class period

ACSI Standard 4: Personnel
ACSI Standard 5: Instructional Program and Resources

Strategies	Responsibility	Timeline	Resources	Evaluation
For a high percentage of class time, students are actively engaged in whole-class or large group, teacher-directed, planned learning activities.	US Principal Directed Studies Director	On-going	Best Practices Teaching Methods Pre-AP and AP Training Eduphoria	Staff Development on Best Practices AP and Pre-AP teacher trained Principal walk-through evaluations TIP observations
Support Professional Learning Communities through providing uninterrupted focus and time for teachers to collaborate and discuss best instructional practices	US Principal Department Chairs	Annual	Time for department meetings; in-service vertical teaming and grade level meetings.	Principal walk-through evaluations Student failure rate Student success on Standardized Testing
Effective instruction time must focus on skills and curriculum content that are considered essential, that are assessed, and most valued.	US Principal	Annual	Staff development	Lesson Plans Curriculum Guides Principal walk-through evaluations TIP observations

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Continue to refine the school schedule to allow for maximum student opportunities through our academic, fine arts, and athletic programs while minimizing student absences from classes.	**US Principal**	**Annual**	**Calendars** **Student Activities**	**Attendance records** **Calendars** **Course enrollment numbers**
Enhance coordination of information for Upper School staff via use of test calendar, quarterly grade level meetings, and access to all school calendar to provide awareness of student expectations for consideration in determination of implementation of assignments and assessments throughout the year.	**US Principal**	**Annual**	**All School Calendars** **Athletics/Fine Arts Calendars** **Quarterly grade level meetings**	**Test Calendar usage** **Lesson Plans** **Student/Parent feedback**

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Initiative 8: <u>Technology Integration</u> - **McKinney Christian Academy will plan and provide for a seamless usage of technology in the teaching and learning process.**

Goal 1. **Promote student movement from one instructional setting to another using a variety of networked computers to produce developmentally appropriate and collaborative projects**
Goal 2. **Use technology as a tool to help differentiate instruction**
Goal 3. **Use and select technology regularly as a tool for problem solving and communication with increased complexity**

ACSI Standard 4: Personnel
ACSI Standard 5: Instructional Program and Resources

Strategies	Responsibility	Timeline	Resources	Evaluation
Provide differentiated professional development on integrating 21ˢᵗ century technology skills into instructional management and increasing teacher's expertise of technology integration into teaching and learning.	Bob Lovelady US Principal Technology Director Professional Development Coordinator	2019 - 2020 School Year	Local Digital Learning Coach Atomic Learning Region 10	Technology use by teachers in instruction
Provide Staff development for existing and new technology software implemented through SmartBoards, tablets, the laptop cart, Turnitin.com, and LMS classrooms for integrated lessons. Staff will utilize modul training opportunities to earn CEU's in technology.	Technology Director	2019 - 2020 School Year and on-going	Staff Development and Training line item. Atomic Learning	Training Provided Curriculum guide updates and lesson plans demonstrating integrated technology
Maximize the usage of Naviance by students for utilization of PrepMe for PSAT, SAT and SAT prep. Provide in-school opportunities for students to access the program for training and instructional guidance.	US Principal Academic Counselor	Annual	Student training on Naviance Computer lab laptop cart	Number of students who utilize and access the programs. Usage reports and score reports
Maximize the usage of Naviance by students for career and college planning.	US Principal Academic Counselor	Annual	Computer lab PSAT class integration	Number of students who complete a vocational assessment and college search utilizing Naviance

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FACTS will continue to be utilized to post grades and homework assignments. Teachers will implement the (LMS) System.	Technology Director	2019 - 2020 Annual	Renweb	FACTS LMS reports
Journalism classes will continue to include applications with html programming and OSE training. Integration of student On-line newspaper as primary communication strategy will continue. The broadcasting class will expand resources and training to support this venture. The journalism department will work in conjunction with the development office to support MCA social media communications	Technology Director Upper School Principal Journalism Dept. Development Dept.	2019 - 2020 On-going	MCA Website MCA Social Media	Production of on-line newspaper. Main Edition Social Media posts
Explore the Expansion and support of "STREAM" program by hiring dedicated support personnel to promote and support as well as provide facilities and location for implementation.	Upper School Principal Technology Support Administrator	2019-2020 On-going	Technology Support Administrator Multi-curricular ChromeBooks	Additional classes; Course Objectives addressed through the use of technology.
New curriculum and textbooks will be purchased with On-line support priority; teachers will implement instructional strategies to incorporate those resources into their lessons.	Upper School Principal	2019-2020 School Year and on-going	Budget for Textbooks	Textbooks purchased with on-line support Survey of student access and use Teacher reports and lesson plans
Investigate opportunities to include on-line and hybrid course offerings for our students through MCA teaching staff.	US Principal Academic Teaching Staff	2019 - 2020	Teaching staff	Faculty design and student interest.