

5 Year Strategic Plan and Plan Report Card

(end of Year 3 – 2015-16)



Presented by
Strategic Planning Committee
August 28, 2016
With amendments from May 7, 2015



Okanagan Adventist Academy

Strategic Planning Committee Initiative

“5 Year Strategic Plan”

Preamble: The thoughts and plans found within this document are an effort to set up a systematic plan of recovery for Okanagan Adventist Academy. This is living, dynamic document designed to encourage feedback and participation. Currently the school faces an uncertain future (which in itself is a stumbling block to recovery in that it does not lead to confidence for the future) due to lack of enrolment. This situation is nearing a tipping point. Without a highly motivated leadership team, a constituency showing an extraordinary level of support and commitment, and a solid recovery plan, Okanagan Adventist Academy may be required to make some necessary reductions in the program offerings. This would limit the ability of the school to attract new students and maintain existing enrolment. With that premise this plan is designed to:

- To provide for growth from the elementary end up
- To maintain and/or develop programs (eg extracurricular sports program, Praise and Worship teams, vibrant social activities mission trips, etc) that will retain students at the Grade 8-9 levels to continue at OKAA for their high school years. This is imperative to continue a full high school program.
- To instill confidence in the school leadership by initiating and maintaining momentum towards recovery with the aim of providing a better line of communication with the constituency.
- To encourage and foster a cooperative attitude by the constituency towards the school (it should be noted that under the current leadership there have been positive strides taken towards this goal)
- To set up an implementation plan that will to actively engage constituent members to become participants of this plan.
- To provide for methods of communicating ideas to leadership, to evaluate initiatives, responsibility, monitor progress and report to the constituency in a systematic way, how plans are proceeding.

Item #	Area	Descriptor
1	Committee infrastructure	Members of Committee: <ul style="list-style-type: none"> • Beverly Hazzard • Lawrence McMullen (chair) • Jud Wickwire • Lori-Anne Poirier • Paul Schuster
2	Committee infrastructure	Duration: <ul style="list-style-type: none"> • Formation: April, 2013 • Duration: Ongoing • To meet upon Chair request • Dissolved: by board request or committee member consensus • Time Span: 2013 - 2018
3	Committee infrastructure	Committee Mandate: <ul style="list-style-type: none"> • To function as a “Steering Committee” • To identify, modify, and encourage continuation of current best practices such as Worship Circle, FYI Newsletter and Saturday Night Alive youth event. • To launch new initiatives: <ul style="list-style-type: none"> ○ Identifying new initiatives ○ Evaluate feasibility of new initiatives and make recommendations as to adoption or rejection (with



Item #	Area	Descriptor
		<p>supporting arguments)</p> <ul style="list-style-type: none"> ○ Create infrastructure by identifying objectives, vision of excellence, infrastructure, timeframe and responsibility ● To identify person(s) responsible for implementation of initiatives and ensure a good balance of responsibility ● To monitor and evaluate progress of initiatives ● To provide progress reports to the OKAA school board
4	Committee infrastructure	<p>The Goal:</p> <ul style="list-style-type: none"> ● to set up an infrastructure that will be conducive and supportive of increasing the image and attitude towards Okanagan Adventist Academy and in so doing increase its desirability as the school of choice. ● to provide a written document that can be used to show to Constituents and potential financial supporters; a progressive plan of improvement and operations ● To instill in the OKAA constituency confidence in the school's leadership and direction
5	Committee infrastructure	<p>"Stumbling Blocks" to effectiveness of this committee:</p> <ul style="list-style-type: none"> ● Lack of budget/financial resources ● Active, ongoing support for the implementation of the initiatives ● Infrastructure for moving from <i>ideas</i> to <i>implementation</i>

The Plan

Item #	Initiative
6	<p>Initiative: <i>Identify Best Practices</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> ● To communicate clearly school activities and curriculum to clarify challenges identified in a recent survey. ● To promote the vibrancy of the school ● To promote the identity of the school ● Focus - internal (<i>school, family, constituency churches</i>) promotions <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> ● Principal's weekly newsletter (<i>Status: done and ongoing</i>) ● Production of DVD 2-4 times yearly showing events (<i>Status: partially done 1 DVD promo</i>) ● Board generated FYI document reporting on progress, concerns, and initiatives by the OKAA school board. Document to be distributed to constituency and be made available via school's web site (<i>Status: done and ongoing</i>) ● Saturday Night Live worship and youth event twice per month (<i>Status: done and ongoing</i>) ● School FYI bulletin insert (<i>Status: done and ongoing</i>) ● Pastoral partnership assigned to each classroom (<i>Status: done and ongoing</i>)



Item #	Initiative
	<p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> Continuing to identify, record, evaluate, modify and add to “Best Practices” list (<i>Status: done and ongoing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> Continuing to identify, record, evaluate, modify and add to “Best Practices” list (<i>Status: done and ongoing</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> Continuing to identify, record, evaluate, modify and add to “Best Practices” list <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> Continuing to identify, record, evaluate, modify and add to “Best Practices” list
<p>Status Comment: Board generated FYI document reporting on progress, concerns, and initiatives by the OKAA school board.</p> <p>Reason for failure to implement:</p> <p>Committee action: continue initiative</p>	
7	<p>Initiative: School Logo</p> <p>Concentration: Promotions</p> <p>Rationale:</p> <ul style="list-style-type: none"> to provide the school with a unique identifier/branding be used in printed and web site documentation to be used on school uniforms to be used on a redesigned school letterhead and envelope design consideration given to painting the logo on school entrance curved wall consideration given to painting logo on bus consideration given to painting on the outside wall of the weight room. have business cards made up with the school logo on it. <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> have the logo designed and accepted (<i>Status: done and in use</i>) introduce the logo design to the constituency explaining the symbolism and who was the designer (<i>Status: done</i>) to use redesigned logo on all media representing the school (<i>Status: done and ongoing</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> Continuing to have the school logo placed on school facility and bus (<i>Status: done and ongoing, school envelopes updated to include new logo, no action on the bus and signage logos</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> Continue with the use of the logo on all media representing the school (<i>Status: done and ongoing</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> Continue with the use of the logo on all media representing the school <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> Continue with the use of the logo on all media representing the school
<p>Status Comment: Have the logo painted on the school bus, weight room exterior wall, top portion of the school signage not done as to date</p> <p>Reason for failure to implement: financial</p>	



Item #	Initiative
Committee action: continue initiative decision pending	
8	<p>Initiative: <i>Upgrade the existing okaa.ca website</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> To increase its effectiveness and image projection. Our current website is a temporary (band aid) solution until a major overhaul of the site is done. One of the major shortfalls of the existing web site is its lack of SEO (<i>search engine optimization</i>). Our current website does not generate a “hit” within the first 10 pages of a Google search when searching for Christian schools in Kelowna. <i>Note: 85% of Google search users do not go beyond the first page of a search.</i> <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> have the redesigned logo placed on the website with its symbolism explained and acknowledging the designer (<i>Status: done and ongoing</i>) update the calendar to reflect the current school calendar (<i>Status: done and ongoing</i>) update all dated items on the website (<i>Status: in progress and ongoing</i>) place the school newsletters and FYI publications online (<i>Status: done and ongoing</i>) update all teacher contact information (<i>Status: done and ongoing</i>) redesign the home page (<i>Status: done and ongoing</i>) research and obtain quotes on new website (<i>Status: done and put on hold due to lack of funding</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> Continue to ensure the website is up to date and relevant. (<i>Status: done and ongoing</i>) Continue to explore the possibility of having a more robust and effective website constructed. (<i>Status: done and ongoing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> Continue to ensure the website is up to date and relevant (<i>Status: done and ongoing</i>) Continue to explore the possibility of having a more robust and effective website constructed (<i>Status: Plans to upgrade site summer of 2016</i>) Insert into the website an “Alumni” specific page to promote upcoming 100 yr anniversary as well as encourage alumni to support the school (<i>Status: done and ongoing</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> Continue to ensure the website is up to date and relevant (<i>Status: done and ongoing</i>) Continue to explore the possibility of having a more robust and effective website constructed (<i>Status: done and ongoing</i>) Use the website to promote the 100 yr anniversary of the school and to report on the celebrations (<i>Status: done and ongoing</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> Continue to ensure the website is up to date and relevant
9	<p>Initiative: <i>Construct a “new” okaa.ca website</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> Used in both “internal” and “external” promotions Given that most people will turn to a search engine to research a school it is imperative that the school website be highly representative and effective as both a marketing tool and source of information for students, potential students, parents, and constituency members



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	<ul style="list-style-type: none"> • The site needs to be a source of downloadable material generated by the school (<i>eg registration forms, handbooks, promotional material, calendar of events etc.</i>) • The committee has agreed that this is a major initiative with a high degree of importance. Current lack of funding is a stumbling block. <p>Implementation Timeline:</p> <p>Year 1 (2013-14) (<i>Status: on hold due to lack of funding</i>)</p> <ul style="list-style-type: none"> • have the redesigned logo placed on the website with its symbolism explained and acknowledging the designer • update the calendar to reflect the current school calendar • update all dated items on the website • place the school newsletters and FYI publications online • update all teacher contact information • redesign the home page <p>Year 2 (2014-15)</p> <p>(<i>Status: still a high priority but no financial support to date and programmer has not been identified</i>)</p> <ul style="list-style-type: none"> • done by a local company specializing in website design with emphasis on: <ul style="list-style-type: none"> ◦ effective visual appeal of the layout of the site ◦ SEO for an increase accessibility and exposure to the website ◦ increased marketing effectiveness and exposure • future expansion to include a password access for parents/ students to view course content and/or grades • optimized to support viewing on computer monitors, tablets, and smartphones • social media integration (<i>eg Facebook</i>) • support for polls and surveys • setup of payment/contributions collection • provisions for blogs for sharing of what is happening at the school as well as RSS feeds (automatic updates from the site) <p>Year 3 (2015-16)</p> <p>(<i>Status: still a high priority but no financial support to date and programmer has not been identified</i>)</p> <ul style="list-style-type: none"> • identify webmaster to maintain website with current information • look into the desirability and feasibility of adding the parent/student password protected login to access current grade status • to ensure that promotional/content material continues to be available on the web site • Use the website to promote the 100 year anniversary of the school <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • Continue to ensure the website is up to date and relevant. (<i>Status: done and ongoing</i>) • Report on the 100 year anniversary celebrations <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • Continue to ensure the website is up to date and relevant
	<p>Status Comment: the initiative continues to be a high priority item; a potential design has been identified</p> <p>Reason for failure to implement: cost of \$15,000 - \$20,000 was prohibitive; possible \$5,000- \$6,000 partial solution being explored; finding a programmer to develop the web site</p> <p>Committee action: continue initiative <i>decision to continue with the Adventist School Connect service as its CHS lends itself to easy maintenance. With the inclusion of new themes and with a cleanup and restructuring of the web site it should be easier to change themes to keep a fresh appearance.</i></p>



Item #	Initiative
10	<p>Initiative: <i>Register Now banner</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> used in both “internal” and “external” promotions <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> to have a banner made to be displayed above school signage on front lawn (<i>Status: done</i>) to create other banners to be displayed at constituency churches that are in high traffic locations (<i>Status: pending approval by constituent churches</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> continue to use the banner and replace as necessary (<i>Status: done and ongoing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> redesign banner to include the recognizing of the 100 yr anniversary (<i>Status: not been presented as an option yet</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> continue to use redesigned banner to recognizing the 100 yr anniversary <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> continue to use the banner and replace as necessary
11	<p>Initiative: <i>Formation of a PR committee</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> used in both “internal” and “external” promotions <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> to identify the members of the PR committee (<i>Status: partially done – no committee but individuals have contributed to this initiative with their input</i>) this committee’s mandate is to: <ul style="list-style-type: none"> oversee the creation and distribution of promotional material (flyers, brochures etc.) (<i>Status: done and ongoing</i>) create a “PR calendar” of promotional materials events to ensure a comprehensive, coordinated and balanced approach to maximizing both “internal” and “external” school exposure (<i>Status: not done</i>) create a “PR bundle” that would be distributed to the constituent churches via their school rep “ambassadors”. This will ensure that all material displayed and distributed in the churches are consistent (<i>Status: not done</i>) this “PR Bundle” would be distributed/updated 4 times a year and would consist of current event material (pictures and write ups), updated calendar of events, DVD if available, take home flyers promoting the school with contact info for potential new students to the school (<i>Status: not done</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> to identify the members of the PR committee and ensure this is an active committee. (<i>Status: not done and ongoing</i>)



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	<p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> to identify the members of the PR committee and ensure this is an active committee (<i>Status: not done</i>) to coordinate with Alumni committee planning for 100 yr anniversary celebration (<i>Status: ongoing</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> to identify the members of the PR committee and ensure this is an active committee (<i>Status: not done</i>) to coordinate with Alumni committee planning for 100 yr anniversary celebration (<i>Status: ongoing</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> to identify the members of the PR committee and ensure this is an active committee
<p>Status Comment: no individual has been identified as yet</p> <p>Reason for failure to implement: lack of finding a person(s) willing to work in this capacity</p> <p>Committee action: continue initiative <i>decision pending</i></p>	
12	<p>Initiative: <i>Church School Board reps "Ambassador" program</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> used in both "internal" and "external" promotions it is believed that this initiative will ensure a better communication between church and school assuring promotional/communication materials are distributed helps the church members be informed and know how convey information to the school. <p>Implementation Timeline:</p> <p>Year 1 (2013-14) (<i>Status: initiative introduced but not adopted by all constituency churches, needs more promotion and commitment</i>)</p> <ul style="list-style-type: none"> One elected school board member from each constituent church will be expected to be an active participant in the "Ambassador" program Ambassadors will be given the "PR bundle" containing material that the PR committee wishes to see distributed and thus will not be responsible for coming up with the material themselves. Ambassadors would be tasked with: <ul style="list-style-type: none"> ensuring that in their church there is either a dedicated bulletin board for the school material or failing a bulletin board an easel and board for this material ensure that this material is set out and is up to date on a weekly basis to ensure either personally or by appointment, that any announcements both in front of the congregation and/or in the bulletin is done ensure the distribution of any written material from the school is distributed in a timely and effective manner "<i>stumbling block</i>" - apparently this initiative was tried but fell short of being effective due to limited participation therefore it is recommended that the school board in conjunction with the church boards reinforce the expectation for this responsibility to be performed and that some sort of self policing and governance be put into place therefore it is recommended that the constituent church pastors provide opportunity and raise the expectation for the school rep "ambassadors" to be an active part of the church service program no less than once or twice a month <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> Communicate to school board members the expectations of the Church School Board reps "Ambassador" program (<i>Status: not fully adopted by all church reps</i>)



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	<p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> Communicate to school board members the expectations of the Church School Board reps "Ambassador" program (<i>Status: not fully adopted by all church reps</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> Communicate to school board members the expectations of the Church School Board reps "Ambassador" program. (<i>Status: not fully adopted/implemented by all church reps</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> Communicate to school board members the expectations of the Church School Board reps "Ambassador" program <p>Status Comment: continues to be a high priority initiative and ongoing encouragement will continue Reason for failure to implement: lack of follow through or buy in by board members Committee action: continue initiative decision pending</p>
13	<p>Initiative: <i>Family Picnic/Open House</i> Concentration: <i>Promotions and Enrolment</i> Rationale:</p> <ul style="list-style-type: none"> used in both "internal" and "external" promotions <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> a picnic event and information meeting held early May (Sunday of Mini Camp-Meeting) for parents of potential, parents of current students, and staff to get to be introduced to each other (<i>Status: modified action to date</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> re-evaluate and decide on the desirability to continue with the Family Picnic program (<i>Status: not done and lower priority initiative</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> re-evaluate and decide on the desirability to continue with the Family Picnic program (<i>Status: not done and lower priority initiative</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> re-evaluate and decide on the desirability to continue with the Family Picnic program. (<i>Status: not done and lower priority initiative; replaced with initiatives like Meet Parents Night, Showcase & HS Awards Night</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> re-evaluate and decide on the desirability to continue with the Family Picnic program <p>Status Comment: been replaced by a June showcase/HS awards night (2015-16); meet the Parents Nights planned for the beginning of the school year. Reason for failure to implement: no event planned – Showcase event is an alternative event Committee action: continue initiative decision pending</p>
14	<p>Initiative: <i>Fundraiser position</i> Concentration: <i>Promotions and Financial</i> Rationale:</p> <ul style="list-style-type: none"> used in both "internal" and "external" promotions



Item #	Initiative
	<p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> to look into options and desirability of hiring a school fundraiser (<i>Status: addressed and ongoing</i>) to hire a professional fundraiser to help in the promotion of the school (<i>Status: researched and not adopted</i>) Fundraising committee to consider options (<i>Status: done</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue (<i>Status: done and ongoing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue (<i>Status: done and ongoing</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue. (<i>Status: done and ongoing</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue
<p>Status Comment: CACE (Continuing Advancement of Christian Education) Committee formed and active</p> <p>Committee action: continue initiative</p>	
15	<p>Initiative: <i>Open House</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> used in both “internal” and “external” promotions <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> to tie in with “Art Gallery”, “Science Fair” or other event and to have a school open house encouraging potential parents to come and check out the school (<i>Status: plans being made for May or June event</i>) timing rationale is that parents might be ready to make a move to another school at this time of year consider a late April to Mid May timing when prospective parents may be looking for other schooling alternatives <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue (<i>Status: done and ongoing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue (<i>Status: done and ongoing</i>) – Showcase event deemed successful and will be continued this year. <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue look into tying in the alumni promotions and the history of the school <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue



Item #	Initiative
16	<p>Initiative: <i>Canada Day Haystack booth</i></p> <p>Concentration: <i>Promotions and Financial</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • used in both “internal” and “external” promotions • Funding could be for designated charity ie: Mission Trip <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> • to set up a haystack booth with promotional material and advertising of OKAA (<i>Status: committee is looking into city protocol for inclusion as well as looking for individuals willing to step forward</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue (<i>Status: modified –no Haystack Hut; done and ongoing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue (<i>Status: done and ongoing</i>) –OKAA participated in Canada Day community event; participated in Westbank SDA Church community event on May 23, 2016. <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue. <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue
17	<p>Initiative: <i>Promote “Service” program as an identifier of the school</i></p> <p>Concentration: <i>Service and Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • used in both “internal” and “external” promotions • to develop “service” as the unique identifier of OKAA • it is believed that this initiative is in alignment with the SDA belief system of the constituent churches and goes towards them feeling satisfied with the efforts of the school to provide a Christian experience for their children • Examples: Food bank, soup kitchen <p>Implementation Timeline:</p> <p>Year 1 (2013-14) (<i>Status: done and ongoing, need for assessment of effectiveness and changes to implementation</i>)</p> <ul style="list-style-type: none"> • to identify best practices currently being done to support this service initiative. • to list activities under the service headings of church/school, community and worldwide. This list would be used as content on the school’s website to support the claim of the school providing service activities (<i>Status: done and ongoing, needs implementation re-assessment</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • continue using service activities in promotional activities on the website, church presentations, school assemblies, varies church and local media (<i>Status: done and ongoing</i>) • have a “service” uniform (T-shirt with logo) for students to where on community and/or world service activities that identifies them as students of OKAA (<i>Status: not done and ongoing</i>)



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	<p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • continue using service activities in promotional activities on the website, church presentations, school assemblies, varies church and local media (<i>Status: done and ongoing</i>) • purchase a type of canopy tent with school name and logo on it to be used at service activities in the community. Goes to identifying student volunteers as coming from OKAA. (<i>Status: done and ongoing</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • continue using service activities in promotional activities on the website, church presentations, school assemblies, varies church and local media. (<i>Status: done and ongoing</i>) • develop some sort of multimedia presentation showcasing OKAA's service throughout the years (eg current and former missionaries giving presentations of their experiences, video clips of OKAA's mission trips, presentation of local service initiatives, etc). (<i>Status: done and ongoing</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • continue using service activities in promotional activities on the website, church presentations, school assemblies, varies church and local media • to create multimedia promotional material highlighting "service" as a highly regarded component of school's purpose for existence
18	<p>Initiative: <i>Service Coordinator/Committee</i></p> <p>Concentration: <i>Service</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • used in both "internal" and "external" promotions • to develop "service" as the unique identifier of OKAA • it is believed that this initiative is in alignment with the SDA belief system of the constituent churches and goes towards them feeling satisfied with the efforts of the school to provide a Christian experience for their children • Offers an opportunity for parents to be involved in supporting service events <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> • to form a service committee responsible to: (<i>Status: leader identified, evaluation of effectiveness required</i>) <ul style="list-style-type: none"> ◦ identify service activities (<i>Status: partially done, needs more exposure</i>) ◦ to bring service opportunities to the OKAA staff for their approval and buy in (<i>Status: ongoing</i>) ◦ to coordinate and act as a liaison between school and service organization (<i>Status: ongoing</i>) ◦ to coordinate any pre-event training and information distribution (<i>Status: limited implementation</i>) ◦ to ensure proper school documentation is secured (<i>Status: ongoing</i>) ◦ to ensure school approved transportation and safety protocols are in place (<i>Status: ongoing</i>) ◦ to ensure pictures and/or videos are made available for promotional material (<i>Status: ongoing</i>) ◦ to ensure some form of write up of the event is done to be used as promotional material (<i>Status: ongoing</i>) ◦ to plan pre or post service activity celebration (<i>Status: not usually done</i>) • to create a calendar of events to ensure a balance schedule of activities (<i>sensitivity to the need to guard the school academic schedule - activities should as much as possible be done outside school hours</i>) (<i>Status: incomplete</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue (<i>Status: not done and ongoing</i>)



Item #	Initiative
	<p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue (Status: <i>done and ongoing</i>) – Ms. Cherri Gerber and Mr. Kevin Littlechilds have taken this role on for student related service opportunities and activities. Well done this year. <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue
<p>Status Comment: parent and volunteer support continues being strong even without a coordinator in place</p> <p>Reason for failure to implement: no leadership candidate identified</p> <p>Committee action: continue initiative <i>decision pending</i> initiative dropped</p>	
19	<p>Initiative: <i>Mission Trip program</i></p> <p>Concentration: <i>Service, Enrolment and Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> used in both “internal” and “external” promotions to develop “service” as the unique identifier of OKAA it is believed that this initiative is in alignment with the SDA belief system of the constituent churches and goes towards them feeling satisfied with the efforts of the school to provide a balanced Christian experience for their children it is believed that this is a critical initiative in enticing middle school students to continue as students here at Okanagan Adventist Academy (other Christian schools offer similar opportunities). <p>Implementation Timeline:</p> <p>Year 1 (2013-14) (Status: <i>no effort made towards this initiative</i>)</p> <ul style="list-style-type: none"> to actively plan to have a mission trip “stumbling block” - due to increasing costs and with a reduced student body the feasibility of an OKAA alone mission trip is in doubt. need to explore other arrangements to having a mission trip (<i>eg teaming up with other schools, several constituency churches in conjunction with the school organize a mission trip with its church members and OKAA students</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> implement in-province mission/service trip (Status: <i>HS Field Trip to Seattle – HS Choir and drama team service opportunity</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> to actively plan to have a mission trip (Status: <i>done, huge success and ongoing</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> to actively plan to have a mission trip especially for this 100 yr anniversary year. <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> implement an in-province mission/service trip



Item #	Initiative
20	<p>Initiative: <i>Service – Parent Volunteer Program</i> Concentration: <i>Service and Promotions</i> Rationale:</p> <ul style="list-style-type: none"> • used in both “internal” and “external” promotions • to develop “service” as the unique identifier of OKAA • it is believed that this initiative is in alignment with the SDA belief system of the constituent churches and goes towards them feeling satisfied with the efforts of the school to provide a Christian experience for their children • it is believed that as parents become involved in helping the school they will gain a better understanding, connection and appreciation for what is happening at OKAA leading to a more positive testimonial in support of the school by parents <p>Implementation Timeline: Year 1 (2013-14)</p> <ul style="list-style-type: none"> • to provide opportunity for parents to be actively involved in taking part and thus demonstrating support for the service initiative (Status: <i>weak adoption re-assessment of effectiveness and implementation required</i>) • produce a list of volunteer activities parents would have the opportunity to participate in (Status: <i>partial completion but weak exposure</i>) • to produce a “Volunteer Handbook” outlining expectations volunteers are expected to adhere to (<i>such things as steps for project approval, getting approval for expenditures and reimbursement protocol, student involvement expectations and sensitivities like privacy and imposing on their time, and alterations to the physical plant</i>) (Status: <i>not yet implemented</i>) • produce promotional material explaining the goals/objectives of the initiative and a suggested timeline of implementation (Status: <i>partially done in promotional material</i>) • first year an “ease” into year (Status: <i>ongoing and reassessment required</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • assess the effectiveness of the initiative (Status: <i>ongoing and reassessment required</i>) • increase the involvement expectations (Status: <i>ongoing and reassessment required</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • assess the effectiveness of the initiative (Status: <i>done and ongoing</i>) • try and finalize the “form” this initiative will take (Status: <i>done and ongoing</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • assess the effectiveness of the initiative. (Status: <i>done and ongoing</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • assess the effectiveness of the initiative
<p>Status Comment: parent and volunteer support remains high; the Volunteer Handbook has been produced and put in use. Reason for failure to implement: very weak implementation, needs reassessment Committee action: continue initiative decision pending initiative continuing to be promoted</p>	
21	<p>Initiative: <i>Alumni Committee</i> Concentration: <i>Alumni, Promotions and Financial</i> Rationale:</p> <ul style="list-style-type: none"> • used in both “internal” and “external” promotions • to promote, encourage, build up a strong Alumni involvement



Item #	Initiative
	<p>Implementation Timeline:</p> <p>Year 1 (2013-14) <i>(Status: partial adoption, ongoing – commitment of individuals to serve on committee slow in progressing)</i></p> <ul style="list-style-type: none"> • Strike a committee under the authority of the School Board • to continue in the existing efforts to great a strong and vibrant Alumni organization • to expand the committee membership to help share the load as required • to continue to gather and maintain a directory of alumni • to continue and expand the mechanism for keeping the alumni informed • to challenge the alumni to become active in raising funds for special projects • to work with the OKAA school board in the planning of the 100 yr anniversary celebrations • to be responsible to work with school's webmaster to keep the "Alumni" page of the school's website current and up to date <p>Year 2 (2014-15) <i>(Status: ongoing – committee formed and working)</i></p> <ul style="list-style-type: none"> • to continue in the existing efforts to create a strong and vibrant Alumni organization and provide what support that is required to strengthen this valuable resource • to work with the OKAA school board in the planning of the 100 yr anniversary celebrations <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • to continue in the existing efforts to great a strong and vibrant Alumni organization and provide what support that is required to strengthen this valuable resource <i>(Status: done and ongoing)</i> • to work with the OKAA school board in the planning of the 100 yr anniversary celebrations <i>(Status: done and ongoing)</i> <p>Year 4 (2016-17) <i>Note: 100 yr Anniversary</i></p> <ul style="list-style-type: none"> • to continue in the existing efforts to create a strong and vibrant Alumni organization and provide what support that is required to strengthen this valuable resource. <i>(Status: done and ongoing)</i> • to work with the OKAA school board in the planning of the 100 yr anniversary celebrations. <i>(Status: done and ongoing)</i> <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • to continue in the existing efforts to create a strong and vibrant Alumni organization and provide what support that is required to strengthen this valuable resource
22	<p>Initiative: <i>Alumni – 100th year Anniversary Celebrations</i></p> <p>Concentration: <i>Alumni, Promotions and Financial</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • used in both "internal" and "external" promotions • to promote, encourage, build up a strong Alumni involvement • good promotional opportunity <p>Implementation Timeline:</p> <p>Year 1 (2013-14) <i>(Status: partial adoption, ongoing – commitment of individuals to serve on committee slow in progressing)</i></p> <ul style="list-style-type: none"> • to form a committee or task the existing alumni committee to start planning for the "100 yr Anniversary" celebration • this event and the planning leading up to it can be used as a promotional event



Item #	Initiative
	<ul style="list-style-type: none"> • start to look at the broad view of what the event might look like • start collecting resources to be used in the celebration <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • set and start advertising in various church/school media sources the “Reserve the Date” (<i>Status: to be done</i>) • start seeking speaker commitments (some of the people we may wish to be speakers may need to be booked well in advance of the date (<i>Status: to be done</i>)) • might consider centering the celebrations around the regional mini-campmeeting (<i>Status: considered but rejected in favor of first weekend in July 2017</i>) • continue collecting resources/memorabilia to be used in the celebration (<i>Status: various ads requesting data put out in church bulletins, OKAA Newsletter and FYI</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • set and start advertising in various church/school media sources the “Reserve the Date” (<i>Status: done and ongoing</i>) • start seeking speaker commitments (some of the people we may wish to be speakers may need to be booked well in advance of the date (<i>Status: done and ongoing</i>)) • might consider centering the celebrations around the regional mini-campmeeting (<i>Status: some discussion with follow-up with Regional District Committee to follow; celebration date moved to</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • send out promotional material to all possible sources. (<i>Status: done and ongoing</i>) • prepare promotional material for local media sources including various local newspapers, magazines, radio and television stations • plan to record via video and pictures the events of the celebration to develop a future multimedia production of the celebrations <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • prepare and distribute a multimedia summary of the 100th year anniversary celebration
23	<p>Initiative: <i>Land Use – Financial Protocols</i></p> <p>Concentration: <i>Financial</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • to continue exploring how the back unused land can be more efficiently utilized • facilitate a more expedient progression to the sale or use of the land • it is observed that many constituency members are concerned with certainties about how monies would be protected should there be a sale of the land • it seems that given this concern that it would be prudent to formulate this plan before the sale or use of this land <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> • to research and develop a written plan addressing the protection of principal, fund growth, access to funds, fund dissolving. (<i>Status: in process and ongoing</i>) • to make this document available for constituency to respond to with their thoughts and opinions (<i>Status: pending</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • finalize the research done (seeking advice of lawyers, financial experts, etc) (<i>Status: pending</i>) • prepare a draft to be shared as a “draft” for the constituency approval (<i>Status: pending</i>)



Item #	Initiative
	<p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> revise the draft document where required and seek approval “in principle” at a constituency meeting (<i>Status: pending</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> provide report on the research done for the potential land use as well as make available the document outlining the financial protocols outlining the protection of principal monies and fund access/usage in the future (<i>it is expected that the topic of what is being done with the unused land in the back of the school will be brought forth and it would create confidence in the school to be systematically proactive in anticipating some future action regarding this land</i>) (<i>Status: pending</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> Continue with exploration of best use of land
<p>Status Comment: appr 6.0 acres is in the process of being sold. Once sale is finalized the board will decide on a committee to work with the BC Conference of the SDA Church to formulate a policy on how the funds are to be protected and utilized.</p> <p>Committee action: continue initiative decision pending initiative dropped</p>	
24	<p>Initiative: <i>Technology Maintenance and Upgrade</i></p> <p>Concentration: <i>Promotional and Enrolment</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> to plan for the maintenance and/or replacement of aging equipment it is desirable to promote the school as being able to offer the technology edge to equip students with the tools to function in a world dependent on technology to ensure that technology requirements are in place for the new curriculum being proposed. (added Feb 8, 2015) <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> to develop policy with regards to student use of personal technology use (<i>eg use of smartphones in classrooms, what is placed on social networking sites so that both students and teachers are protected from intentional or unintentional damaging material, wifi access, use of such new technology as Google Glass, etc</i>) (<i>Status: not done</i>) to explore a structured plan for wifi disbursement, management, and access (<i>Status: not done</i>) budget line item for replacement of both hardware and software used in the school (<i>Status: not implemented</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> budget inclusion for hardware/software upgrading (<i>Status: pending, finance committee is aware</i>) upgrade the Server 2003 to a current fileserver technology (added February 8, 2015) (<i>Status: pending, finance committee has been made aware</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> budget inclusion for hardware/software upgrading to start upgrading the computers in the computer lab (added February 8, 2015) (<i>Status: pending, exchanged with laptop upgrade in Year 4; estimates for Apple solution appr \$40,000</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> budget inclusion for hardware/software upgrading upgrade the Windows XP laptops currently being used in the school (added February 8, 2015) (<i>Status: pending, exchanged with computer lab upgrade in Year 3; estimates for Apple solution appr \$30,000</i>)



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	Year 5 (2017-18) <ul style="list-style-type: none"> • budget inclusion for hardware/software upgrading
	<p>Status Comment: 59 chromebooks are now available and distributed throughout the school (10 in each of 3 elementary classrooms, 10 for MS/HS Language classes and 19 on a portable cart to be available as needed. Ongoing search for a satisfactory WiFi solution (may to upgrade account to business account and then later perhaps to a more enterprise solution with dual network access for teachers and students.</p> <p>Reason for failure to implement: no funding has been committed as of yet (thought was to use interest off the sale of land as one of the enhancement uses)</p> <p>Committee action: continue initiative <i>decision pending</i> initiative dropped</p>
25	<p>Initiative: <i>Expansion of the Preschool/Daycare</i></p> <p>Concentration: <i>Promotional and Enrolment</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • to use the Pathfinder room to expand the Preschool/Daycare offering (<i>optional thought would be to develop the Pathfinder room into a multi-purpose room with the idea that if a Pathfinder program was re-established that perhaps with alternative storage and mobility it could be shared</i>) • it would meet a need for both our constituent Adventist families as well as other Christian families for having access to a Christian preschool/daycare • it is thought that these children would be a potential source of children feeding into our school • it is thought that some families with other children going to other schools may find Okanagan Adventist Academy a one stop solution to their family's educational needs • the Pathfinder room is desirable in that it has washroom facilities, a kitchen area, access to the gym and street frontage for promotional purposes • it is believed that potential families would be impressed not only with a Christian orientated program and instructors but also to the abundant space available for their children • implementation could be done at any time • consideration should be given to allowing the operators a lot of latitude to financially make it profitable to them (eg the school may just require the operators to cover the cost of utilities and maintenance of the room with a minimal expectation of resource purchase to build the resource base) Note: it is the potential prospect of these children becoming students that the school should be concerned with. • the operator would be expected to operate under the expectation of the Adventist Church but would with the school administration not directly overseeing the operation • provide for a short term contract (2-3 years) under the conditions outlined above and then re-assess the financial obligations for continence of the program. • Potential "stumbling block" is that requirement that all instructors must be from the Adventist church. It is the committee's belief that the supervisor should be a member of the Adventist church but that based on the supervisor's recommendation that other instructors of a Christian background would be considered once agreeing to operate under the provisions stated in the contract and handbook of expectations/operations • That such a program would lend itself for students of Okanagan Adventist Academy with service opportunities in helping with the program <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> • research whether or not that there is sufficient demand for such a program as well as what improvements may need to be done to the Pathfinder room to be compliant for operation (Status: <i>ongoing and in process</i>) • secure permissions and present/future assurances for the use of the Pathfinder room (assure those who require the assurances that it is not the intent for the school to gain control of the Pathfinder room but



Item #	Initiative
	<p>rather to propose a win-win alternative for its use to continue servicing the children of the community) (<i>Status: alternative plan being considered, pending</i>)</p> <ul style="list-style-type: none"> • find a qualified individual that could be the principle supervisor of the program (<i>Status: done and ongoing</i>) • develop a contract as well as a handbook of expectation for the potential operators of the program (<i>Status: done</i>) • be prepared to do whatever improvements to the Pathfinder room to bring it into compliance for operation (<i>Status: other plans are being considered</i>) • to develop turfing, fencing and play area in front of the Pathfinder room (<i>Status: other plans are being considered</i>) • to design and secure signage promoting the pre-school/daycare (<i>Status: done</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • continue with securing and improving the resources of the room (<i>Status: done and ongoing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • continue securing and improving the resources of the room (<i>Status: pending</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • re-assess and negotiate any changes to the contract and financial arrangements (<i>Status: done and ongoing, new manager, part time help, increase hours to 5:30 pm</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • Ensure the continued operation of the program
26	<p>Initiative: <i>Car Window Sticker</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • used in both “internal” and “external” promotions • to provide a mechanism to have the school’s presence advertised within the community <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <p>(<i>Status: tried but the design was not functional and since has been reassessed and is pending committee final decision</i>)</p> <ul style="list-style-type: none"> • design and secure a company that will produce a transparent background, highly visible window sticker to be displayed on car rear windows • provide a sticker for each family with students enrolled at our school (provided free of charge) • make these stickers available at our constituent churches (either free or a very minimal cost) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue (<i>Status initiative has been rejected</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue



Item #	Initiative
27	<p>Initiative: <i>Develop a School App for smartphones</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • used in both “internal” and “external” promotions • to provide a mechanism for parents and students to gain information and resources (eg event dates, form downloads, newsletter and FYI downloads, teacher contact information, etc) <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <p><i>(Status: not done)</i></p> <ul style="list-style-type: none"> • to research the desirability and feasibility of using the portal App functionality found at http://www.schoolinfoapp.com • find the approximately \$500 cost of implementation for year 1 <i>(could be an Alumni project)</i> • test for a couple of years (year 1) <p>Year 2 (2014-15) <i>(Status: not done)</i></p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue • find the approximately \$500 cost of implementation for year 2 <i>(could be an Alumni project)</i> • test for year 2 and decide if initiative should continue <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue <i>(Status: not done)</i> <p>Year 4 (2016-17) <i>Note: 100 yr Anniversary</i></p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue. <i>(Status: not done)</i> <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • to evaluate the effectiveness of this initiative and decide whether or not to continue
<p>Status Comment: this initiative remains intriguing but no research has been done yet. Priority is moderate)</p> <p>Reason for failure to implement: financial and no point person has been assigned to date</p> <p>Committee action: continue initiative <i>decision pending</i> initiative dropped</p>	
28	<p>Initiative: <i>PR Calendar of Events</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • used in both “internal” and “external” promotions • to provide a mechanism to help plan, budget, and ensure PR opportunities are not missed <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> • set up a calendar of PR events assessable to school board members, administrative staff and PR committee showing <ul style="list-style-type: none"> ◦ advertising opportunities in local media sources <i>(Status: not done)</i> ◦ to schedule and balance constituent church pastor’s promotion of OKAA in church services <i>(Status: not done)</i> ◦ to schedule the distribution of the school board church rep’s PR bundles <i>(Status: not done)</i>



Item #	Initiative
	<p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • set up a calendar of PR events assessable to school board members, administrative staff and PR committee showing (Status: not done) <ul style="list-style-type: none"> ◦ advertising opportunities in local media sources ◦ to schedule and balance constituent church pastor's promotion of OKAA in church services (Status: partially implemented with only a few church devoting a Sabbath sermon to Christian Education however Pastoral support is strong) ◦ to schedule the distribution of the school board church rep's PR bundles (Status: ongoing and partially implemented using FYI) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • set up a calendar of PR events assessable to school board members, administrative staff and PR committee showing (Status: partially done using Principal's Report) <ul style="list-style-type: none"> ◦ advertising opportunities in local media sources (Status: not done) ◦ to schedule and balance constituent church pastor's promotion of OKAA in church services (Status: not done) ◦ to schedule the distribution of the school board church rep's PR bundles <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • set up a calendar of PR events assessable to school board members, administrative staff and PR committee showing <ul style="list-style-type: none"> ◦ advertising opportunities in local media sources (Status: ongoing) ◦ to schedule and balance constituent church pastor's promotion of OKAA in church services. (Status: ongoing and partially implemented using FYI) ◦ to schedule the distribution of the school board church rep's PR bundles. (Status: ongoing and partially implemented using FYI) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • set up a calendar of PR events assessable to school board members, administrative staff and PR committee showing <ul style="list-style-type: none"> ◦ advertising opportunities in local media sources ◦ to schedule and balance constituent church pastor's promotion of OKAA in church services ◦ to schedule the distribution of the school board church rep's PR bundles
<p>Status Comment: not yet done</p> <p>Reason for failure to implement: time and commitment to setting up the schedule</p> <p>Committee action: continue initiative decision pending initiative dropped</p>	
29	<p>Initiative: <i>Promotion of the Developing Purpose ~ Shaping Character theme</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • used in both "internal" and "external" promotions • to develop Sean Covey's "7 Habits of Highly Effective Teens" <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> • to develop a written plan of how this school wide theme will be implemented (Status: not done)



Item #	Initiative
	<ul style="list-style-type: none"> to have signs made that have one of the 7 Habits printed on it along with a Bible verse or two to support the habit (<i>Status: not done</i>) promote the 7 +1 Habits theme in school publications such as the website and handbooks (<i>Status: done and ongoing</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue (<i>Status: done and ongoing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue (<i>Status: ongoing</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue. (<i>Status: ongoing</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue
30	<p>Initiative: <i>Develop an Implementation Plan for 5 Year Strategic Plan</i></p> <p>Concentration: <i>Plan Implementation</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> often there is lots of good ideas, some which get started but are never seen to completion to develop a set of strategies to implement and track approved initiatives throughout the 5 year span of this proposed plan (including documentation explaining the reasoning as to why a plan was not implemented) set up school board/staff meetings to include a Strategic Planning item on the agenda at least once a month to set up objectives that can be evaluated as to their effectiveness and status towards completion <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> to decide on the mechanism of implementation (done by the Strategic Planning Committee) and gain school board approval (<i>Status: done and ongoing</i>) ensure that a Strategic Plan item is included at least once a month on both the school board and staff meeting agendas (<i>Status: done and ongoing, committee is not currently meeting at least once a month, consideration towards meeting this goal should be discussed</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue (<i>Status: done and ongoing</i>) to report on any additional initiatives added to the plan (<i>Status: done and ongoing</i>) Strategic Planning committee continues to evaluate and implement new initiatives (<i>Status: done and ongoing</i>) Strategic Planning committee continues to monitor and document progress made on initiatives (<i>Status: done and ongoing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue to report on any additional initiatives added to the plan Strategic Planning committee continues to evaluate and implement new initiatives Strategic Planning committee continues to monitor and document progress made on initiatives



Item #	Initiative
	<p>Year 4 (2016-17) <i>Note: 100 yr Anniversary</i></p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue. (<i>Status: done and ongoing, OKAA SWOT 2016 Survey developed and distributed using Google Forms online response tabulation is immediately available</i>) to report on any additional initiatives added to the plan. (<i>Status: ongoing</i>) Strategic Planning committee continues to evaluate and implement new initiatives. (<i>Status: ongoing</i>) Strategic Planning committee continues to monitor and document progress made on initiatives. (<i>Status: ongoing</i>) Strategic Planning committee be prepared to give a report (verbally or written) to those attending 100 yr anniversary celebrations <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> to evaluate the effectiveness of this initiative and decide whether or not to continue to report on any additional initiatives added to the plan Strategic Planning committee continues to evaluate and implement new initiatives Strategic Planning committee continues to monitor and document progress made on initiatives Strategic Planning committee prepares a final written summary report as to the accomplishments and effectiveness of this 5 Year Strategic Plan
31	<p>Initiative: <i>Hiring of a Business Manager</i></p> <p>Concentration: <i>Financial</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> Constituency is concerned that monies are used appropriately and a business manager would be responsible for: <ul style="list-style-type: none"> Keeping the books (<i>Status: done and ongoing</i>) Creating and ensuring school budget is adhered to (<i>Status: done and ongoing</i>) To provide financial reports to school board meetings and constituency meetings (<i>Status: done and ongoing</i>) Would be involved in determining new revenue streams (eg business sponsorship, fundraising, angel investors, etc) Be involved in meeting with parents during registration process to determine individual payment plans. (<i>Status: done and ongoing</i>) Do the supply ordering and payment of bills (<i>Status: done and ongoing</i>) <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> Find a business manager (<i>Status: done</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> Ensure the business manager position is filled (<i>Status: done</i>) Conduct a job review to ensure job description is being fulfilled and to discuss concerns and procedural changes (<i>Status: done and ongoing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> Ensure the business manager position is filled (<i>Status: done and ongoing</i>) Conduct a job review to ensure job description is being fulfilled and to discuss concerns and procedural changes (<i>Status: done and ongoing, informally</i>)



Item #	Initiative
	<p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • Ensure the business manager position is filled. (<i>Status: done and ongoing</i>) • Conduct a job review to ensure job description is being fulfilled and to discuss concerns and procedural changes. (<i>Status: done informally and ongoing</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • Ensure the business manager position is filled • Conduct a job review to ensure job description is being fulfilled and to discuss concerns and procedural changes
	Additional Initiatives added since the initial plan was presented
32	<p>Initiative: <i>Developing a Yearly Maintenance Plan and Schedule</i> <i>April 3, 2014</i></p> <p>Concentration: <i>Financial/Plant Maintenance</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • To ensure the physical plant is maintained and is in good repair and visually clean and appealing <ul style="list-style-type: none"> ◦ Identify the items of maintenance and develop a plan (including budgeting) and schedule to maintain the physical plant ◦ Identify the companies/individuals to be contracted for performing maintenance items <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> • Initiative was not identified in this year <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • Identify person responsible to oversee the planning, scheduling and resourcing of a maintenance plan. (<i>Status: done and ongoing</i>) • Ensure all planned maintenance is done and any new concerns are identified and addressed. (<i>Status: done and ongoing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • Identify person responsible to oversee the planning, scheduling and resourcing of a maintenance plan. (<i>Status: done and ongoing</i>) coordinating with volunteer • Ensure all planned maintenance is done and any new concerns are identified and addressed. (<i>Status: done and ongoing</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • Identify person responsible to oversee the planning, scheduling and resourcing of a maintenance plan. (<i>Status: done and ongoing</i>) coordinating with volunteer • Ensure all planned maintenance is done and any new concerns are identified and addressed. (<i>Status: done and ongoing</i>) coordinating with volunteer <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • Identify person responsible to oversee the planning, scheduling and resourcing of a maintenance plan. • Ensure all planned maintenance is done and any new concerns are identified and addressed.



Item #	Initiative
33	<p>Initiative: <i>OKAA Physical Plant Upgrading</i> April 3, 2014</p> <p>Concentration: <i>Financial/Plant Maintenance</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • To ensure the physical plant is maintained and is in good repair and visually clean and appealing <ul style="list-style-type: none"> ◦ Identify the items of maintenance and develop a plan (including budgeting) and schedule to maintain the physical plant ◦ Identify the companies/individuals to be contracted for performing maintenance items ◦ To, in a systematic way, ensure that replacement or additions to the physical plant <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> • Phase 1 of roof replacement project. (<i>Status: done and below budget</i>) • Identify an individual/committee to oversee the execution of the OKAA Physical Plant Upgrading <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • Phase 2 to Phase 4 roof project (15,000 sq ft) (<i>Status: budget in place</i>) • Repair heating and air conditioning system. (<i>Status: budget in place</i>) • Sewer hook up. (<i>Status: not done</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • Renovate and upgrade washroom/showers. (<i>Status: nothing done</i>) • Upgrade gymnasium sound/lighting/stage area. (<i>Status: nothing done</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • Upgrade shops (mechanical/woodworking, etc) (<i>Status: heating of shop and computer lab completed</i>) • Upgrade computer lab (software, operating system, hardware, flooring, wifi, etc) (<i>Status: done and ongoing</i>) • Video displays foyer and hallways. (<i>Status: done and ongoing</i>) <p>Year 5 (2017-18) – Building Exterior Project</p> <ul style="list-style-type: none"> • Upgrade all windows. • New exterior finish/insulation • Upgrade all exterior doors • Upgrade <i>alarm/security</i>/exterior lighting/<i>card access</i> (<i>Status: near completion – Aug 2014; private donor</i>) • Security shutters/windows • Camera system with DVR
34	<p>Initiative: <i>Design and Purchase Rollup Banner</i> April 3, 2014</p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • To secure a visual display promoting the school to be used: <ul style="list-style-type: none"> ◦ to be displayed in our constituent churches on a rotating basis ◦ to be used at special events (eg CASA weekends, mini-campmeetings, campmeeting, etc) <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> • Design several versions of a stand alone rollup banner. (<i>Status: done</i>) • Purchase the rollup banners. (<i>Status: decision pending</i>) • Have the banners displayed in constituent churches on a rotating basis throughout the year. <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • Have the banners displayed in constituent churches on a rotating basis throughout the year. (<i>Status:</i>



Item #	Initiative
	<p><i>completed Aug 2014)</i></p> <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> Re-design with new, fresh look the rollup manners (<i>Status: not done</i>) Have the banners displayed in constituent churches on a rotating basis throughout the year. (<i>Status: partial implementation</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> Secure rollup banner(s) to be promote and support the 100 yr anniversary of OKAA <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> Have the banners displayed in constituent churches on a rotating basis throughout the year.
35	<p>Initiative: <i>Design and Purchase Promotional Canopy and Table Cover</i> <i>January 11, 2015</i></p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> To secure a promotional canopy/tent with table cover promoting the school to be used: <ul style="list-style-type: none"> to be used at special events (eg CASA weekends, mini-campmeetings, campmeeting, etc) <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> Not introduced into the plan at this time. <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> Design and purchase promotional canopy and table cover (<i>Status: quote attained December 2014; table cover purchased and being used April 2015; promotional canopy yet to be purchased; on hold due to lack of funding</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> Continue to use as promotional aid. (<i>Status: done and ongoing</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> Continue to use as promotional aid. (<i>Status: done and ongoing</i>) <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> Continue to use as promotional aid.
36	<p>Initiative: <i>Landscaping and Traffic Redirection</i> <i>February 8, 2015</i></p> <p>Concentration: <i>Safety and Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> To improve appearance and functionality Enhance student safety Increase marketing potential <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> Identify areas in need of maintenance and improvement and present to OKAA Board a summary of areas needing to be addressed. (<i>Status: done November 2014</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> Determine budget resources required to create circular flow of traffic for safer drop off and pick up of



Item #	Initiative
	<p>students. Decide on method of implementation. (<i>Status: not done</i>)</p> <ul style="list-style-type: none"> • Improve safety and appearance around current school sign – repair and landscaping (<i>Status: not done</i>) • Paint Flagpole (<i>Status: not done</i>) • Trim shrubs around Flagpole and face of school building (<i>Status: not done</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • Redirect drop off and parking lot traffic as per determined mode of implementation. (<i>Status: not done</i>) • Identify costs and resources required for upgrading school front – door colours / window replacements / painting (<i>Status: not done</i>) • Maintain and improve landscaping changes. (<i>Status: nothing done</i>) <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • Maintain and improve landscaping. (<i>Status: discussions ongoing</i>) • Budget inclusion for identified school front upgrading and address identified needs. <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • Maintain and improve landscaping.
37	<p>Initiative: <i>Organization and visual presentation</i> February 8, 2015</p> <p>Concentration: <i>Safety, Organization and Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • To improve appearance and functionality • Create a good “First Impression” • Support “Campus Pride” <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> • Identify areas in need of maintenance and improvement and present to OKAA Board a summary of areas needing to be addressed. (<i>Status: done November 2014</i>) • Identify cost and location for installation of touch screen TV for streaming of OKAA information / graduation pictures and info / donor recognition (<i>Status: in progress</i>) • Identify classrooms – Teacher / Function/ include 7+1 habits (<i>Status: done November 2014</i>) <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • Determine best option for placement of logo on front doors (<i>Status: not done</i>) • Determine budget resources for installation of touch screen TV (<i>Status: not done</i>) • Assess washroom needs/costs – taps / drains/ counters / doors / walls. (<i>Status: done and decision pending; dependent on financing</i>) <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • Paint school interior (<i>Status: not done</i>) • Identify resources for replacing flooring in foyer (gym) (<i>Status: not done</i>) • Address washroom needs – taps / drains/ counters / doors / walls. (<i>Status: done and ongoing</i>) • Coordinate lockers – uniform size and colour <p>Year 4 (2016-17) Note: 100 yr Anniversary</p> <ul style="list-style-type: none"> • Continued maintenance of interior (<i>Status: ongoing, gym foyer repainted</i>) • Prepare rooms for 100 yr anniversary celebration <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • Continue maintenance of interior. •



Item #	Initiative
38	<p>Initiative: <i>Welcome Basket and Promo Material</i> May 8, 2015</p> <p>Concentration: <i>Promotions</i></p> <p>Rationale:</p> <ul style="list-style-type: none"> • To welcome new house owners with the new housing development behind the school • Create a good "First Impression" and be a good neighbor • Give the new house owners a welcome basket on behalf of the school and an invitation to view our daycare and school facilities. <p>Implementation Timeline:</p> <p>Year 1 (2013-14)</p> <ul style="list-style-type: none"> • NA <p>Year 2 (2014-15)</p> <ul style="list-style-type: none"> • NA <p>Year 3 (2015-16)</p> <ul style="list-style-type: none"> • Find person(s) who will form a working committee to implement the initiative (<i>Status: not done</i>) • To identify the material to go in the Welcome Baskets (<i>Status: partially done with Rutland SDA Church</i>) <p>Year 4 (2016-17) <i>Note: 100 yr Anniversary</i></p> <ul style="list-style-type: none"> • Continue with the distribution of the Welcome Baskets. <p>Year 5 (2017-18)</p> <ul style="list-style-type: none"> • Continue with the distribution of the Welcome Baskets

Being Proactive!

Additional initiatives that could/should be dealt with ahead of the implementation timeline (to gain "*approval in principle*") so that when conditions are favorable for implementation they can proceed with expediency.

- ***The acquisition of a chaplain.*** This has been a recurring desire since losing our last chaplain. The chaplain would be a key individual to not only enrich the spiritual atmosphere of the school but also be a key player in the "service" initiative as well as the social activities of the school. The current "*stumbling block*" to implementation is the lack of funding both locally as well as the conference level. It is suggested that a ongoing lobbying program be put into place so that the acquisition of a chaplain is understood to be a high priority.
- ***The expansion of the extracurricular sports program*** into the local (Kelowna) regions school sports program. This is a desirable initiative in that if we are to be in a position of desirability for potential students (particularly Gr 8-12) there needs to be involvement in this type of extracurricular activity. The current "*stumbling block*" is the lack of students to merit involvement/participation in the extracurricular programs. Other potential stumbling blocks would be availability of coaches, exploring the ramifications of not being involved during the Sabbath hours, etc.
- It would be desirable (*addressing the parents of potential student's first impressions of the school*), that when financially viable, to ensure that there is no more than ***two (2) grades per classroom***. How many potential students are not even investigating OKAA because of this and not availing themselves of finding out that even with the 3 grades per classroom situation the instruction is outstanding. The current "*stumbling*



block” to implementation is the lack of funding. (*Status: done*)

- The creation of a **wall of thanks** to the individuals, families, churches, businesses and other organizations that have made a significant contribution to the school either in time, expertise, or finances. A suggestion of having a butterfly with the name and contribution stated placed on the entrance to the school (where the existing Developing Purpose ~ Shaping Character display is located).

Summary of Major Stumbling Blocks

The following is a summary of the major stumbling blocks to the implementation of this plan:

- Lack of financial resources
- Having enough teachers to fully provide “*excellence*” especially at the first impression stage
- Finding volunteer help to see implementation and the follow through of various initiatives
- A lack of a mechanism for holding individuals/groups accountable to follow through with initiatives

Additional Thoughts and Comments

Additional thoughts and ideas to be included in this plan:

Appendix

Implementation Strategy

It has been observed that there is no lack of ideas for school improvement but rather a well defined implementation plan (complete with well defined objects, a clear designation of responsibility, financial resources, timelines and a vision of excellence) that see initiatives started, stall and fail.

Due to the number of initiatives and the diverse abilities required in achieving “*excellence*” in the completion of each initiative it is unrealistic to expect one entity to accomplish all initiatives. In essence it is setting up a situation for multiple points of failure. Thus it is the suggested mandate of the Strategic Planning committee to be a *steering committee* (rather than a working committee) whose task it will be to:

- To act as a think tank to generate ideas for improving the school.
- To provide a pathway for ideas to be brought to the committee by non-committee members (eg via email, personal conversations, etc).
- To discuss and assess these ideas and to generate initiatives by
 - providing a clear definition of the ideas being generate
 - define the scope of the initiative
 - to articulate a vision of “*excellence*” or what the final result might look like
 - to resource the chain of individual(s)/group(s) tasked with implementing the initiative
- To monitor the implementation of the initiative.
- To produce communication to the school board and the constituency on the initiatives being considered, whether or not the initiative was considered important enough (and if not state the reasons) to implement and the status of implementation.
- To provide a record of initiatives that can be used to document the school’s efforts to improve (eg to be used for NAD accreditation documentation)

The following is a sample of an implementation strategy that could be adopted by the Strategic Planning Committee in their role as a steering committee.



Okanagan Adventist Academy

A Strategic Planning Committee Initiative

"Investing in Our Children"

Initiative: *Pathfinder room used for Daycare/Preschool Initiative*

NOTE: this is just in the idea stage and should not be viewed as an action. There would need to be discussions with all stake holders (particularly those wishing to see a Pathfinder organization started up again, although it should be noted that there has not been a consistent Pathfinder program for a number of years now) and agreements secured before moving forward.

Initiative Description: To use a remodeled Pathfinder room for a Daycare/Preschool area with a fenced in, turfed playground area just behind the existing portable.

Initiative Objective(s): it is anticipated that the following objectives will be realized:

- to provide a Daycare/Preschool room that would accommodate a fairly large enrolment that would hopefully:
 - bring in families that would potentially see their children continuing into the grade school
 - to see families with both daycare/preschool eligible children and school age children to be enrolled at OKAA to have their children in one location
 - to provide a daycare/preschool alternative to SDA young families earlier and perhaps to secure their commitment to the school over other alternatives
- to provide a roadside exposure for promotional purposes (thus the playground area being development and supplied with appropriate playground equipment (this could be a multi-year growth initiative) and signage on the Pathfinder outside wall.

Initiative Routing and Hierarchy: the following is the routing for the initiative to clearly communicate the committee's ideas down to as well as the reporting upward of individuals tasked with seeing the initiative towards completion.

1. **Strategic Planning Committee Member:** _____

a. School Board Chairperson: _____
___ discussed ___ pending ___ adopted ___ rejected ___ completed

i. School Board Member: _____
___ discussed ___ pending ___ adopted ___ rejected ___ completed

1. Person responsible for seeing the initiative completed:
___ discussed ___ pending ___ adopted ___ rejected ___ completed

or

a. Principal: _____
___ discussed ___ pending ___ adopted ___ rejected ___ completed

i. Staff member: _____
___ discussed ___ pending ___ adopted ___ rejected ___ completed

or

a. Home and School Leader: _____
___ discussed ___ pending ___ adopted ___ rejected ___ completed

i. Person responsible for seeing the initiative completed:
___ discussed ___ pending ___ adopted ___ rejected ___ completed

or

a. Other(s): _____
___ discussed ___ pending ___ adopted ___ rejected ___ completed

i. Person responsible for seeing the initiative completed:
___ discussed ___ pending ___ adopted ___ rejected ___ completed

A Vision of Initiative Excellence: the pursuit of “*excellence*” is an objective of the strategic planning committee and to that end the following are some ideas that you may feel free to evaluate and add to in your pursuit of planning for *excellence* in this initiative:

Some things you may wish to consider:

- the initiative could be done in a number of ways:
 - school supplies the facility and operators run the facility as they see fit (it would be understood that the operation would be Christian based - Adventist supported) with the operators providing the school the expenses of maintaining and using the facilities. This would include utilities, and damage repairs, and maybe a small percent to be used in facility upgrading. *The benefit to the school is administratively the school would not need to be burdened with the operation but would benefit from the potential of increased enrollment as children become school aged and will have been exposed to the value of being enrolled at OKAA. The potential disadvantage is the possible conflicts derived from differences in philosophy and operational methodology.* It is envisioned that a “quality” program would be maintained by the competitive, entrepreneurial ambitions of the operators.

- OKAA would operate the facility and hire the operators who would then operate under the budget and operational guidelines of the school. *The advantage is the direct control of operations and the financial rewards or pitfalls. The disadvantage would be the limited resources that the school has in financing a “quality” program and the additional administrative burden.*
- Currently the Pathfinder room is under the control of an outside identity and historically they have been very protective of the building and fearful of the school taking over. This initiative would:
 - only be possible if the Pathfinder organization remains dormant. There may be a possibility of using the facility in a dual purpose fashion (with portability of equipment and easy storage being set up) but this would require some thought. Perhaps the portable could be used by the Pathfinders if startup was with low numbers of participants with agreement secured for moving back in to the Pathfinder building as numbers dictate.
 - legal documentation would need to be secured and placed in the possession of both the school and the other controlling parties assuring them that if the club were to become viable and after discussion of possible cooperative sharing of the facility was not possible then the Pathfinder facility would then be conceded to them.
- Every effort should be made to stock the daycare/preschool facility with very visually appealing equipment so that when potential clients will be impressed.
- Dialogue with Mrs. Darla McCarty as to the feasibility of this initiative should be considered.
- It is felt this would be an initiative with a huge potential for increasing enrolment and would take advantage of a growing need in the community for Christian based daycare.
- would provide a fantastic service opportunity for the students (especially the high school aged students) to be involved in a service activity by making themselves available to help
- This initiative should be considered as soon as possible by whatever decision making identities with the possibility of getting up and running in late August, 2014.
- Other ideas to consider:
 - *feel free to add your comments here*

Anticipated Start Date: Fall 2014

Completion Date: Within a year