



**HASDA Board**

**Oakwood Adventist Academy**

**2024-2029 Strategic Plan**



# HASDA BOARD

## Oakwood Adventist Academy 2024-2029 Strategic Plan

### OAA Mission Statement

Oakwood Adventist Academy exists to provide a spiritual, academic, social and service-oriented environment to **D**evelop, **N**urture and **A**ffirm (DNA) students for a lifetime of service to God and humanity.

### OAA Vision Statement

A Christian school providing an exemplary, holistic, and individualized education to all students.

### CORE VALUES

Safety

Character  
Development

Community  
Relations

Excellence

Equity

### Definitions

**Specific:** Who or what is expected to change?

**Measurable:** Are my results testable, respectable and verifiable?

**Attainable:** How likely are my goals to be achieved?

**Result-oriented:** Focus is on outcome rather than a process.

**Timely:** Target date for starting and date of completion.

#### High Reliability School (HRS) Framework

5. Competency-Based Education

4. Standard-Referenced Reporting of  
Student Progress

3. A Guaranteed & Viable Curriculum

2. Effective Teaching in Every Classroom

1. Safe & Collaborative Culture

**Goals:** The goals outlined in this plan are statements of a future desired state. This plan's goals articulate specific improvements to OAA's current status.

**Action Steps:** Action Steps identify specific strategies designed to achieve each goal. Measurement and Timeline: This section outlines the necessary resources, timelines, and success criteria to achieve each action step.

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## Focus Area 1 - Instruction

### S.M.A.R.T Goal

OAA's instructional program will be of such that effective teaching will take place in every classroom with at least **80%** of our student body performing in the 60+ percentile on the MAP assessment in all core content areas by the Spring of 2029.

#### NAD Standard(s):

##### **Standard 3 - Instruction**

The instructional program is aligned with curriculum design and assessment practices and provides a variety of learning experiences, which actively engages learners consistent with the school's philosophy, goals, and standards.

##### **Standard 6 - School Environment**

The school environment is designed and maintained to promote learning and to support the school's mission and goals.

#### NAD Indicator(s)

**S6 Indicator 24** - The school will update its process for the development, implementation, and review of school board approved procedures, resources and technology plan that supports the schools' philosophy, mission, and learner learning outcomes.

**S6 Indicator 25** - The technology infrastructure, equipment, and resources are sufficient to support the school-wide learner learning outcomes and operational needs, and are appropriately maintained and supported annually through funding from the school's budget.

#### Objectives:

- OAA will implement state of the art technology to enhance and support the instructional program.
- All students will have regular and meaningful opportunities to engage with content through student-centered technologies integrated within regular instruction.
- Hire, sustain and develop highly qualified teachers and instructors.
- Provide professional development that will uphold enhanced instruction and a viable curriculum.
- OAA students, K-6 learning experiences will expand beyond the four walls of the traditional classroom by 2029.



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Actionable Steps For Attaining Goal		Estimated Cost	Milestone
<b>Action 1</b>	<p>OAA will implement an updated Technology plan that is consistent with our curriculum educational goals and the school's financial budget.</p> <p><b>Note:</b> The technology plan supports all probable utilized technology equipment/infrastructure and maps out a viable distance learning educational plan for present and future students/stakeholders.</p>	<p>Estimated Cost  <b>\$151,500</b>            303 @ \$500, each</p>	<p><b>2024-25:</b> Acquire HS computers (100 students) \$50,000  <b>2025 - 27:</b> Acquire MS computers (56 students) \$28,000  <b>2027 - 29:</b> Acquire ES computers (147 students) \$73,500</p>
<b>Action 2</b>	<p>OAA will acquire, as needed, additional highly qualified, certified instructional personnel whose values align with the school's mission/vision and possess the skills to provide effective teaching within the mainstream and virtual distance learning classroom environment.</p>	<p>Average salary  <b>\$51,000</b>            (includes benefits)</p>	<p><b>2024 - 25:</b> Hire 3 additional HS teachers: Math, Science, Music  <b>2024 - 25:</b> Hire a K-3 teacher  <b>2024 - 25:</b> Hire a MS teacher  <b>2024 - 25:</b> Review online proposal and implementation phases to present to the OAA HASDA Board.  <b>2025-26:</b> Present our proposal to the Southern Union Education Department  <b>2026 - 27:</b> Hire a Distance Learning Coordinator  <b>2027 - 29:</b> Pilot an OAA Distance Learning 9th Grade Program</p>
<b>Action 3</b>	<p>OAA will acquire the funding to implement a professional development plan that provides teachers with differentiated formal and informal professional learning opportunities that will increase best practices for teaching within the classroom and online distance learning classroom environments.</p>	<p>Increase Local yearly professional development budget from  <b>\$3,000 to \$15,000</b></p>	<p><b>2024 - 25:</b> Increase local yearly professional development budget from \$3,000 to \$6,000  <b>2025 - 26:</b> Increase local yearly professional development budget from</p>



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			<b>\$6,000 to \$9,000</b> <b>2026 - 27:</b> Increase local yearly professional development budget from <b>\$9,000 to \$12,000</b> <b>2027 - 28:</b> Increase local yearly professional development budget from <b>\$12,000 to \$15,000</b> <b>2024 - 29:</b> Continued yearly application for Title II Funding
<b>Action 4</b>	OAA will aspire to become a HRS school that ensures the success of every student through a safe collaborative culture, effective teaching in every classroom, guaranteed and viable curriculum, standards referenced-reporting, and competency-based education.		<b>2024 - 25:</b> Become a HRS certified <b>Level 1</b> school - <b>2025 - 27:</b> Become a HRS certified <b>Level 2</b> school <b>2027 - 29:</b> Become a HRS certified <b>Level 3</b> school  <b>Note:</b> To become a HRS certified Level 4 and 5 school, will require next step directions from the SCC Office Education.

Focus Area 1 Team	
<b>Team Leader:</b> Judy Dent	
<b>Member 1:</b> Chantel Callender	<b>Member 4:</b> Craig Parsons
<b>Member 2:</b> Lawreen Garnett	<b>Member 5:</b> Ray Leftridge
<b>Member 3:</b> Jonathan Follette	<b>Member 6:</b> Isaac Dixon

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## Focus Area 2 - Physical Plant

### S.M.A.R.T Goal

OAA will work toward enhancing the effectiveness of a structural, functional and safe learning environment.

#### NAD Standard(s):

##### Standard 6 - School Environment

The school environment is designed and maintained to promote learning and to support the school's mission and goals.

#### NAD Indicator(s)

**S6 Indicator 7** - The school's facilities, grounds, playgrounds, and equipment are appropriate and sufficient to support the school's philosophy/mission, the desired learner outcomes, and the educational program.

**S6 Indicator 9** - The school board and administration allocate funds for maintenance and repairs ensuring the school's facilities, grounds, playgrounds, and equipment are functional and well-maintained.

#### Objectives:

- OAA will achieve **Level 1** status of the HRS Model which requires creating a safe, supportive, and collaborative environment by 2025. **(Safe)**
- OAA will develop a long-term maintenance plan, upgrade classroom facilities, improve safety measures, and upgrade outdoor recreational and educational spaces by 2029. **(Safe Structural and Functional)**
- OAA students, K-6 learning experiences will expand beyond the four walls of the traditional classroom by 2029. **(Safe Structural and Functional)**

Actionable Steps For Attaining Goal		Estimated Cost	Milestone
<b>Action 1</b>	OAA will identify a Safety Committee that will fully define the school strategic safety plan.	None	<b>2023-24:</b> Identify Safety Committee members <b>(completed)</b>
<b>Action 2</b>	OAA will develop a comprehensive school emergency management plan by the end of the <b>2023-2024</b> academic year.	None	<b>2023-24:</b> Complete OAA Safety Plan by <b>August 2024</b> <b>2024-29:</b> Beginning <b>August 2024</b> , OAA Safety



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			Committee will meet bimonthly to <b>2024-29:</b> Said committee will update the HASDA Board bimonthly
<b>Action 3</b>	OAA will hire a full-time, certified school Safety (Resource) Officer dedicated to ensuring a safe and secure learning environment for students, staff, and community.	<b>Starting Salary:</b> <b>\$47,794</b> (includes benefits)	<b>2024-25:</b> Hire a Safety Officer by <b>August 1, 2024.</b>
<b>Action 4</b>	OAA will purchase directional signage for the campus at large.	<b>10 Frames \$1,600 @ \$160</b>  <b>10 Signs \$300 @ \$30</b>	<b>2024-25:</b> Purchase Large <a href="#"><u>Interchangeable A-Frame 22" x 28"</u></a> Signage by <b>Fall 2024</b>
<b>Action 5</b>	OAA will construct an outdoor classroom for non-traditional learning experiences.  <b>Theme: No Child Left Inside!</b> (Location to be identified)	Estimated Pavilion Cost <b>\$5,000</b>  Estimated Slab Cost <b>\$3,000</b>	<b>2023-24:</b> Acquired alumni donation, \$700 <b>2024-25:</b> Continue to solicit funds from identified alumni and private donors <b>2024-25:</b> Complete installation by <b>Spring 2025</b>
<b>Action 6</b>	OAA will purchase soft matting for the K-2 playground.  OAA will purchase a 3-6 playground.	Estimated Matting Cost <b>\$5,000 - \$8,000</b>  Estimated Playground Cost <b>\$30,000 - \$60,000</b>	<b>2024-25:</b> OAA Home and School Association (HandS)/OAA will solicit funds. <b>2024-29:</b> OAA SY 2024 5th graders, Crafty Queens, will conduct fundraising activities.
<b>Action 7</b>	OAA will secure its own van(s) to transport students for school sponsored events by 2026.	2 Twelve-Passenger vans: <b>\$100,000</b>	<b>2024-26:</b> Purchase the vans by <b>Spring 2026</b>
<b>Action 8</b>	Complete a physical plant inventory	Estimated cost to be determined	<b>2024-2029:</b> Annually



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Focus Area 2 Team	
Team Leader: Vaughan Mountain - OAA Safety Officer	
Member 1: Mr. Quinn	Member 3: Chantel Callender
Member 2: Judy Dent	Member 4: Lawreen Garnett
Member 5: James Caldwell	

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## Focus Area 3 - Marketing & Communication

### S.M.A.R.T Goal

OAA will implement a strategic marketing plan to grow the visibility of the full range of our offerings and programs by 2029.

#### NAD Standard(s):

##### **Standard 8 - Communication and Collaboration**

Communication and collaboration among the school, constituency, and community are essential to providing an effective educational program for learners.

#### NAD Indicator(s)

**S8 Indicator 2** - School personnel develop and maintain consistent and collaborative communication with all stakeholders.

**S8 Indicator 5** - School personnel foster partnerships with local community organizations to encourage opportunities such as community-based learning projects, service learning, work experience, career awareness and financial support.

**S8 Indicator 6** - School personnel develop and maintain a formalized school marketing, recruitment, and retention plan.

#### Objectives:

- OAA will increase its brand visibility by enhancing its digital presence, increase digital traffic to the OAA admission page by **10%**, and develop local media campaigns.
- OAA will increase community engagement with a minimum of 3 local entities so as to create enrichment opportunities for students.
- OAA will grow its student population by 15% by 2029.
- OAA will continue to grow in creating innovative strategies to enhance and expand our spiritual, mental and physical programs.
  - **Spiritual** - market our spiritual programs
    - ◆ Prayer Teams
    - ◆ Bible Study/Baptismal Groups
    - ◆ Outreach/Mission Activities
    - ◆ Character Development (OAA Habits of Mind)
  - **Academic** - market our increased test scores, graduation rate, college acceptance
    - ◆ STEAM
    - ◆ ACT/SAT Prep
    - ◆ Scribbles
  - **Extracurricular Programs** - market our program offerings in:
    - ◆ Athletics



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◆ Performing and Practical Arts

Actionable Steps For Attaining Goal		Estimated Cost	Milestone
<b>Action 1</b>	OAA will create a Marketing Plan	None	<b>2024-29:</b> Beginning <b>August 2024</b> , OAA Marketing Committee will meet bi-monthly <b>2024-29:</b> Said committee will update the HASDA Board bi-monthly
<b>Action 2</b>	OAA will maintain its present website. <b>Note:</b> Estimated cost for designing and building a new website <b>\$10,000 - \$25,000</b> <ul style="list-style-type: none"><li>• Having an onsite versus offsite server presents different financial and maintenance implications.</li><li>• The design drives the cost of the build.</li><li>• The builder will also need to train the identified Webmaster and local IT staff.</li></ul>	Cost for Webmaster to maintain our present website <b>\$400 - \$500</b> per month	<b>2024-25:</b> Continue to maintain our present website <b>2024-25:</b> Train present IT staff to manage our website by <b>June 2024</b> <b>2024-25:</b> Hire and train an additional non staff Webmaster by <b>June 2024</b>
<b>Action 3</b>	OAA will create commercials for radio, TV, and social media; and utilize local billboards.	<b>\$5,000 - \$10,000</b>	<b>2024-25:</b> Begin the process by <b>June 2024</b>
<b>Action 4</b>	OAA will develop a student social media team and/class to increase engagement on all social media platforms.  Social Media Team will be comprised of the following roles: <ul style="list-style-type: none"><li>• Social Media Manager</li><li>• Social Media Content Curator/Creator</li></ul>	None	<b>2024-25:</b> Define the application and selection process by <b>July 2024</b> <b>2024-25:</b> Select student team (HS students only) by in <b>Fall 2024</b> <b>2024-25:</b> Social Media Team will determine team



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	<ul style="list-style-type: none"> <li>• Social Media Advertiser</li> <li>• Community Manager</li> </ul>		goals, action steps, and mode of operation <b>2024-29:</b> OAA Admin will continue to monitor and facilitate the tuning of team goals and action steps, ongoing from <b>SY 2024-29</b>  Add middle school students team member by <b>Fall 2025</b>
<b>Action 5</b>	Ensure that OAA Athletic Director is able to fully perform in this role by having the sole responsibility of developing and advancing the athletic program.	Salary: <b>\$26,000</b> (locally funded position)	<b>2024-29:</b> Hire a part-time Physical Education teacher by <b>July 2024</b>
<b>Action 6</b>	OAA will increase the student population 3-4% each year.	None	<b>2024-25:</b> 3% student population increase. <b>2025-26:</b> 4% student population increase. <b>2027-28:</b> 4% student population increase. <b>2028-29:</b> 4% student population increase.

Focus Area 3 Team	
<b>Team Leader:</b> Audree Johnson	
<b>Member 1:</b> Lawreen Garnett	<b>Member 4:</b> Chantel Callender
<b>Member 2:</b> Pastor Snell	<b>Member 5:</b> Jarrod Patterson
<b>Member 3:</b> Shayla Little	<b>Member 6:</b> Carla Drake
<b>Member 7:</b> Ian Callender	

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## Focus Area 4 - School Culture

### S.M.A.R.T Goal

OAA will promote a welcoming and safe Christian learning environment that demonstrates and nurtures our respect and love for our fellow persons, ourselves, and our diversities utilizing our spiritual outreach programs, eight Habits of Mind, the SCC Nine Driving Initiatives, the OAA referral process and counseling program by 2029.

#### NAD Standard(s):

##### Standard 6 - School Environment

The school environment is designed and maintained to promote learner learning and to support the school's mission and goals.

#### NAD Indicator(s)

**S6 Indicator 2** - School personnel create a positive, safe, nurturing, and welcoming school environment that supports learner learning and fosters an appreciation for diversity.

**S6 Indicator 3** - The learning climate promotes learner core values such as self-discipline, responsibility, positive attitudes, and habits.

#### Objectives:

- OAA will establish and implement guiding principles and beliefs to build a school culture that reflects a Seventh-day Adventist Christian Biblical view by 2029.
- OAA will drive the school culture using data from stakeholder surveys to identify school needs, set goals, and track progress towards improvement by 2029.

Actionable Steps For Attaining Goal		Estimated Cost	Milestone
<b>Action 1</b>	OAA will review, revise, and update the handbook annually.	None	<b>2024-25:</b> Update by July 2024 <b>2024-29:</b> Selected staff members & Administrators Review and revise as needed prior to presenting to the HSADA Board.
<b>Action 2</b>	OAA will conduct annual surveys of stakeholders: HASDA Board, Staff, Parents and Students	None	<b>2024-29:</b> Conduct biannual HRS surveys



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<b>Action 3</b>	OAA will establish a culture calendar	None	<b>2024-29:</b> Annually define and maintain a culture calendar
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Focus Area 4 Team	
<b>Team Leader:</b> Chantel Callender	
<b>Member 1:</b> James Caldwell	<b>Member 3:</b> Raschell McLean
<b>Member 2:</b> Tawnya Laughinghouse	<b>Member 4:</b> Maria Romero
<b>Member 5:</b> Michael Bellamy	

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## Focus Area 5 - Business & Financial Stewardship

### S.M.A.R.T Goal

Beginning in 2024 and extending to 2029, the Business Personnel, Finance Committee, and School Board will develop an annual budget that reflects the school's mission, vision, and commitment to the optimal stewardship of God's resources with the school's paramount initiatives as determined by its stakeholders.

#### NAD Standard(s):

##### Standard 5 - Effective Christian Leadership

Administration and school board ensure the effective and successful operation of the school to promote learner success and well-being.

#### NAD Indicator(s)

**S5 Indicator 15** - The OAA school board will, with oversight from the Treasure of South Central of SDA, provide fiscal oversight of the school's finances to ensure operation of the school operates on a sound financial basis.

**S5 Indicator 16** - The school board develops policies to ensure implementation of sound financial record keeping.

#### Objectives:

- OAA's annual budget will support the school's most pertinent academic and educational needs/initiatives.
- OAA will diversify its revenue streams to support the school's mission and vision.
- OAA will effectively manage its finances to provide a transparent, exemplary, holistic, and individualized educational experience for all students.
- OAA will develop more effective procedures to collect outstanding accounts.

Actionable Steps For Attaining Goal 2		Estimated Cost	Milestone
<b>Action 1</b>	Investigate feasibility of offering before/after school care as a new revenue stream.	None	<b>2024-25:</b> Investigate the feasibility
<b>Action 2</b>	Establish Bi-monthly financial reporting with SCC Treasurer for checks and balances.	None	<b>2024-2029:</b> Bi-monthly HASDA and Finance Board Meetings
<b>Action 3</b>	OAA will increase tuition in increments	None	<b>2025-2029</b>



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	of 1% each year for the next five years.		
<b>Action 4</b>	Investigate feasibility of offering opportunities for homeschool or homeschool co-ops by the end of the 2024-2025 school year.	None	<b>2024-2025:</b> Present Findings to HASDA Board
<b>Action 5</b>	Establish a segregation of duties in the Business Department.	None	<b>2024-2025:</b> Completed
<b>Action 6</b>	Improve process for the review of bank reconciliation via the Finance Committee.	None	<b>2024-2025:</b> Completed
<b>Action 7</b>	Complete a physical plant inventory	Estimated cost to be determined	<b>2024-2029:</b> Annually

Focus Area 5 Team	
<b>Team Leader:</b> Business Manager	
<b>Member 1:</b> Pastor W. Taylor	<b>Member 3:</b> Vaughan Mountain
<b>Member 2:</b> Judy Dent	<b>Member 4:</b> Raynon Andrews
<b>Member 5:</b> Craig Parsons	

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