



VERITAS ACADEMY

CLASSICAL ▼ CHRISTIAN ▼ COVENANTAL

Strategic Plan 2023-2028

I. Mission and Principles

1. The mission of Veritas Academy is to assist parents in the education of their children by cultivating truth, goodness, and beauty in students through a distinctly Christ-centered, classical, and covenantal education.
2. The board of Veritas Academy adopts this Strategic Plan 2023-2028 while holding to the following, non-negotiable principles:
 - a. **Veritas Academy shall remain fully committed to its Reformed and Presbyterian theological foundations.**
 - b. **Veritas Academy shall continue to provide Christian families with classical, Christian, and covenantal education.**
 - c. **Veritas Academy shall retain its campus in downtown Savannah and continue to cultivate its close relationship with the Independent Presbyterian Church.**
 - d. **Veritas Academy shall continue to operate on a condensed-day schedule.**

II. Strategic Plan

1. OBJECTIVES
 - a. Enrollment: Increase enrollment and improve retention to expand to 300 mission appropriate students by the 2028-2029 school year.
 - b. Facility: Secure eight additional classrooms to meet anticipated increases in enrollment.
 - c. Personnel: Increase compensation and provide more professional development opportunities to Veritas teachers.
 - d. Board Development: Recruit, train, and retain board members who are well- prepared to lead Veritas Academy

2. MEASURES OF SUCCESS FOR OBJECTIVES

OBJECTIVE	MEASURES OF SUCCESS
Enrollment	<ul style="list-style-type: none"> • Increase enrollment by at least 8% each academic year through 2028-2029. 2023-2024: 185 students (targeted enrollment) 2024-2025: 204 students (targeted enrollment) 2025-2026: 225 students (targeted enrollment) 2026-2027: 248 students (targeted enrollment) 2027-2028: 273 students (targeted enrollment) 2028-2029: 300 students (targeted enrollment) • Retain >90% of students in grades Pre-Kindergarten through 12th grade.
Facility	<ul style="list-style-type: none"> • Identify, acquire, and occupy space for eight additional classrooms, common areas, and necessary offices. 2024-2025: Add one additional classroom. 2025-2026: Add two additional classrooms. 2026-2027: Add three additional classrooms with necessary common areas and office space. 2028-2029: Add two additional classrooms (total of eight) • Plan and initiate capital campaign to raise funds for this additional facility by August 2024.
Personnel	<ul style="list-style-type: none"> • Increase faculty compensation by COLA plus 3% (minimum) annually through 2028-2029. • Improve faculty development by providing quality on-site and off-site (e.g., conferences) training opportunities.
Board	<ul style="list-style-type: none"> • Increase board engagement with school parents. Increase board presence in the life of the Veritas teachers and students. Increase community awareness of the work of the board. • Develop plan for board recruitment and training. Implement plan to training new board members. Develop ongoing training and reading plan for the serving board members. Provide off-site (conferences) training opportunities for the board.

III. Specific Initiatives:

1. ENROLLMENT

a. Veritas Academy has a current (2023-2024) enrollment of 185 students. To reach 300 students by 2028-2029, Veritas will need to grow approximately 8-10% per year.

b. To meet this goal, Veritas will:

i. Add an additional section of first grade in Fall 2024 or earlier, with the intention of adding a new section to each subsequent grade as these students advance.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Add additional first grade	Headmaster/Directors	August 2024
Add additional second grade	Headmaster/Directors	August 2025
Add additional third grade	Headmaster/Directors	August 2026
Add additional fourth grade	Headmaster/Directors	August 2027
Add additional fifth grade	Headmaster/Directors	August 2028

ii. Add dedicated classrooms for music, art, and science instruction.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Add art classroom & music classroom	Headmaster/Directors/Teacher	August 2025
Add science classroom/lab	Headmaster/Directors/Teacher	August 2026

iii. Improve field trips and study tour opportunities for Logic and Rhetoric School students.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Improve field trips and study tour opportunities	Headmaster/Teachers	January 2025

iv. Continue to target mission-appropriate families in the Savannah area through increased advertising and community engagement.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Identify and target mission-appropriate families	Headmaster/Enrollment Dir.	Ongoing

v. Encourage family and community support of need-based tuition assistance. By utilizing current scholarship sources (Apogee, Arete, and Jenkins Fund) and developing new sources, Veritas will increase funding for scholarships by 5% per year.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Encourage family/community support of assistance	Headmaster/Directors and Growth & Development Committee (Board)	Ongoing

- vi. Fill vacancies in classrooms across the PK-12 spectrum by improving student retention and maintaining a retention rate of 90%. This will be supported by making mission appropriate improvements to our admissions process, curriculum, and school culture.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Maintain student retention at 90% across school	Headmaster/Directors	August 2025

2. FACILITY

- a. Veritas Academy needs additional classroom space to increase enrollment. Through the guidance and involvement of the board, Veritas will secure additional classroom space, common areas, and necessary offices that will be adjacent to or in close proximity to the current campus at IPC.
- b. To meet this goal, Veritas will:
 - i. Add eight additional classrooms over the next five years (by August 2028) to accommodate an increase in enrollment to 300 students.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Add eight classrooms	Facilities Committee (Board)	August 2028

- ii. Move art and music into dedicated classroom space to eliminate need for daily weekly rearrangement and relocation of equipment, projects, and supplies. This will be accomplished as soon as reasonably possible.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Move art & music into dedicated classroom space	Headmaster/Directors	August 2025

- iii. With the additional eight classrooms Veritas will add necessary common areas and office space.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Add office space	Headmaster/Directors	August 2028

- iv. The board will appoint a committee with the purpose of initiating, guiding, and developing this capital campaign by August 2024. The committee will consult with and/or contract with an outside development group.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Initiate capital campaign	Growth & Development Committee (Board)	August 2024

3. PERSONNEL

- a. Veritas will increase salaries and compensation to a level equivalent to 80-90% of local market rates for similarly qualified teachers and staff (adjusted for condensed day hours). To achieve this Veritas will increase faculty compensation, as the Lord provides, by COLA plus 3% (minimum) annually through 2027-2028.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Increase faculty salaries by 3% annually	Finance, Administration, & Personnel Committee (Board)	Ongoing

- b. Increase faculty and staff development and retention.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Increase staff development and retention	Headmaster/Directors	Ongoing

- c. Hire Grammar School Principal by August 2024.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Hire Grammar School Principal	Headmaster/Directors	August 2024

- d. Hire additional office support staff.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Hire additional office staff	Headmaster/Directors	August 2025

- e. The school will annually invest 1.5-2.0% of the operating budget in professional development, including spearheading on-site and/or regional ACCS teacher training for teachers and staff.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Invest in professional development	Finance, Administration, & Personnel Committee (Board)	Ongoing
Spearhead on-site or regional ACCS teacher training for staff	Headmaster/Directors	Ongoing

- f. By 2028 create a benefits package for teachers and staff that includes a retirement savings plan and health insurance coverage.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Create benefits package, including retirement savings and health insurance	Finance, Administration, & Personnel Committee (Board)	August 2028

4. BOARD DEVELOPMENT

- a. The board will grow in its understanding of classical, Christian, and covenantal education and look for ways in which Veritas can better fulfill this mission.

- i. Read and discuss together at least one book annually.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Read at least one book annually	Board Development Committee (Board)	Ongoing

- ii. Assign one board member to attend the ACCS RTR conference each summer.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Assign member for ACCS RTR attendance	Board Development Committee (Board)	Ongoing

- iii. Hold a board retreat each year to review the school's mission and discuss long-term plans.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Hold retreat annually	Board Development Committee (Board)	Ongoing

- b. The board will improve its presence and communications with families and staff.

- i. The board will communicate board actions directly to staff and families by regular email or a newsletter.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Draft and send regular board newsletter	Board Development Committee (Board)	Begin by January 2024

- ii. The board will schedule a “Board Visit Day” annually to observe classrooms and meet with teachers and staff.

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Visit school annually and meet with teachers and staff	Board Development Committee (Board)	Ongoing

- iii. The board will commit to a formal presence (at least two members officially present) at all school-wide events (Parent Orientation, Grandparents Day, Christmas Program, Awards Assembly, etc.)

<i>Action/Initiative</i>	<i>Assigned to</i>	<i>Completion target</i>
Attend school events	Board Development Committee (Board)	Ongoing

Strategic Plan 2023-2028 approved by the Veritas Academy school board on April 25, 2023.

Mr. Patrick Jarrett, Board Chair

Mr. Woelke Leithart, Vice Chair

Mr. Harry Brodmann, Treasurer

Mr. Kenneth Crowe Secretary

Mr. Frankie Daniell, Member

Dr. David Gobel, Member

Mr. Wallace Milling, Member

Rev. Tim Shaw, Member