



# The King's Academy

## Seymour, TN

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### Project Summary

Although The King's Academy (Pre K-Grade 12) was in its 128<sup>th</sup> year of operation, the boarding/day school in the foothills of East Tennessee's Great Smoky Mountains did not have a strategic plan to give focus and direction for the future. In the 2007-2008 school year, enrollment grew to 417, exhausting available classroom space. With 67 acres of land, the academy had plenty of property for expansion.

This project included a very thorough assessment of all aspects of academy life. With input from all constituencies, a strategic plan was developed to guide the academy as it considers immediate needs, and challenges and opportunities for at least the next ten years.



### Project Results

Trustees initiated the strategic process at a September 2007 Board Retreat, reviewing and affirming the academy's mission statement.

Questionnaires were distributed to constituents and focus groups were conducted. Internal/external needs assessments and SWOT analyses (strengths, weaknesses, opportunities, threats) generated volumes of data that were assimilated by a Steering Committee.

The resulting Strategic Plan draft included a list of five institutional Core Values, and priorities and initiatives in four critical areas:

- Facilities, including major new construction projects
- Finances, including alternative revenue streams
- Faculty Recruitment and Retention
- Focus, emphasizing the enhancement of the academy's biblical world view in every area of school life

The Board approved the Strategic Plan at its quarterly meeting April 22, 2008.



### What We Have Learned

- The school has many strengths that are often taken for granted in the course of day-to-day activities.
- Start early & talk much. School leaders may know the direction they want to go, but it takes time for others to get up to the same speed. Much can be learned from differing perspectives.
- Ownership follows participation. Every member of the academy family should be engaged in the strategic process. It is challenging to get some people involved, especially during the busier months of the school year.
- Independent consultation is valuable. An objective third party can move things along when the going gets tough.

