

Background: My name is Dan Steinfield, Head of School at West Shore Christian Academy. Over the course of the 2015/2016 school year my applied school project has been Capital Planning for the Future. Our consulting partner for this project has been Crabtree and Rorhbaugh Architects (<http://cra-architects.com/>). West Shore Christian Academy (WSCA) is a PK-12 private Christian School in Shiremanstown, PA with 440 students currently enrolled. WSCA has a strong 42-year history of Christian Education in the Harrisburg area. The school experienced a thirteen-year period of enrollment decline, falling from 630 students in 1998 to 299 students in 2012.

What I did – Master Site Planning: Since 2013, West Shore Christian Academy has undergone a strategic planning process that has resulted in a re-articulated mission and vision statement as well as core values. Renewed vision, new administrative leadership, and innovative programming have yielded a 34% enrollment growth in only three years. In addition to new mission appropriate families, the faculty has migrated towards a stronger group of educational professionals. Further, the educational quotient and availability of scholastic options has increased dramatically. To accommodate the growth taking place at WSCA, the School Board began discussions regarding a capital campaign and facility upgrades which would accommodate a student body of approximately 600-700 students. West Shore Christian Academy partnered with Crabtree and Rorhbaugh in 2016, an architectural and engineering team, to assess our current facilities and develop a master plan that will provide students with facilities that support their education process and core values, provide 21st Century learning environments that will engage students and encourage learning and that are cost effective to construct and operate. The Master Site Planning process with CRA took place between February and June of 2016 and included many faculty, parent, and church meetings to solicit feedback from key stakeholders in the community.

What did I learn:

1. The opportunity to walk through the Master Site Planning process with such a reputable company provided great insight and leadership to this important step in the capital planning process.
2. This project also expanded my understanding of the major components and planning necessary for a successful capital campaign. The Master Site Planning process with CRA provided clarity, vision, and specific capital project scenarios which can be used to organize and promote the capital campaign.
3. I have been reminded of the power of vision in a community. Vision in a community restores hope, builds trust and confidence, and generates momentum by attracting talented individuals to the vision laid out.

What Difference is it Making at WSCA:

During the spring of 2016, two issues also simultaneously emerged at WSCA - the first involved financial challenges and the second was an ongoing resistance to the vision and resulting changes taking place at WSCA by a small group of church members. As events unfolded in May, I began to sense the Lord stirring that my time at WSCA was coming to an end. At the same time, we opened discussions with The Christian School Association of the Greater Harrisburg Area about a possible acquisition—one that would maintain WSCA's distinct faculty and programs while offering financial stability and well established board governance. The Association currently runs the Harrisburg Christian School campus in Linglestown. Such a partnership is the result of over a decade's worth of conversation and negotiation among Christian school leaders in central Pennsylvania and will serve to strengthen Christian education in the Central PA area. On June 14th I officially accepted the position of President at Jupiter Christian School, effective July 1, 2016. I look forward with anticipation and excitement for the future of WSCA and my new role in the JCS ministry. I am thankful for the opportunity to participate in the Van Lunen program and I am confident the Van Lunen Center will leave its mark of excellence on both WSCA and Jupiter Christian School for many years to come. The CSAGHA will be able to utilize the CRA Master Site Planning report to move the ministry of WSCA forward. A key objective of the JCS school board is capital planning and a capital campaign for the school's future. Thank you to the Van Lunen faculty and board of directors for this life-changing experience.