

Centennial Academy

Strategic Plan 2006 - 2011



Angela Burgos
Head of School

Centennial's Strategic Plan has been established to ensure that our students continue to benefit from the individual attention, stimulating programs and unsurpassed services that Centennial provides along the road to student success; thereby helping students to reach their potential. Our Strategic Plan is the result of consultation with a wide range of constituents: students, past and current parents, faculty and staff, alumni and board members who share a vested interest in building our future.

The goals and strategies outlined in this plan are divided into six broad categories: Academic Program, Student Life, Faculty & Staff, Fiscal Responsibility, Communication Plan and Board Action. This plan must be seen as a whole, with all the parts working together. It is our roadmap for the future that will guide our decisions, our policies and our energies.

"Greatness is not in where we stand, but in what direction we are moving. We must sail sometimes with the wind and sometimes against it -- but sail we must and not drift, nor lie at anchor."

- Adapted from Oliver Wendell Holmes

ACADEMIC PROGRAM

Centennial offers a comprehensive and stimulating academic curriculum that focuses on preparing students for success in their future.

Actions:

1. Continue to implement the International Baccalaureate Middle Years Program (IBMYP), a curriculum framework for:
 - creating global awareness by incorporating relevant, real-life projects.
 - further enhancing reading strategies across the curriculum.
 - ensuring that critical thinking and approaches to learning are integrated throughout the program.
 - refining the Community and Service Program to provide additional opportunities towards earning a certificate of recognition upon graduation.
 - providing a range of learning opportunities that coincides with different learning styles and fosters positive relationships between faculty and students.
2. Maintain small class size as a key characteristic of student success.
3. Retain the Middle School concept as a means of aiding students in their transition to high school.
4. Seek learning opportunities beyond classroom walls through field trips, special speakers, university links and cultural activities.
5. Expand and develop student services by:
 - designing an orientation program for new students.
 - expanding systems to track and manage the progress of each student.
 - planning, coordinating and delivering programs designed to meet the social, emotional and developmental needs of students.
 - developing the range of learning services available to students through the creation of both a physical and virtual "Learning Center".
 - implementing homework and learning strategies programs that will enhance existing services.
6. Continue to devote library resources to meet the needs of our diverse programs.

STUDENT LIFE

Centennial ensures that all students receive an education designed to support their development by providing a range of co-curricular opportunities.

Actions:

1. Implement a transition program that will promote leadership and help students plan college and career paths by hiring a Grade 11 Coordinator.
2. Expand the Personal Development Program to support goal-setting and career exploration, to augment student awareness and to enhance opportunities for interaction with the community.
3. Develop the depth and breadth of the Athletics Program to enhance skills, training, and intramural programs.
4. Further develop the co-curricular program by hiring a Director of Co-Curricular Activities to plan, monitor and oversee the program.

FACULTY & STAFF

Centennial Academy is dedicated to hiring knowledgeable, skilled, enthusiastic and caring faculty and staff that will provide the individual attention that students need to achieve success.

Actions:

1. Continue to develop faculty orientation programs.
2. Explore strategies to recognize and retain exceptional faculty and staff.
3. Broaden our search for exceptional faculty by targeting other provinces and countries.
4. Enhance the capacity of our Administrative Team through professional development opportunities.
5. Create more opportunities that foster open communication and promote ongoing development of the Centennial team.

FISCAL RESPONSIBILITY

Centennial Academy tuition fees are based on the cost of providing the programs and services required to fulfill our mission. Our scholarship and bursary program is funded by various fundraising initiatives coordinated through our Advancement Office.

Actions:

1. Maintain a balanced budget.
2. Accumulate a reserve of no less than 20% of the annual budget.
3. Develop a major gifts program that will further support the scholarship and bursary program, allowing Centennial to ensure diversity and gender balance in our student population.
4. Hire a capital campaign consultant to guide the school in its effort to raise funds for a new facility that will meet the growing needs of our academic and co-curricular programs and services.



COMMUNICATION PLAN

Centennial communicates relevant and timely information to our constituents and the broader educational community in a manner that supports students reaching their potential.

Actions:

1. Distribute the Strategic Plan to our constituents and prospective clients.
2. Chart progress and provide updates annually.
3. Promote the Emergency Response Plan.
4. Develop a marketing plan that will increase our visibility in the marketplace and strengthen our target niche.
5. Develop opportunities for greater awareness and recognition in the community.
6. Design a series of workshops for parents to familiarize themselves with the school and outline their role as effective partners in their child's education.
7. Incorporate alumni stories into our marketing plan by recounting success stories in newsletters, publications and on the school website.
8. Create a Centennial Hall of Fame which includes the existing Athletics Hall of Fame.
9. Capitalize on opportunities to reconnect with alumni to celebrate and share their successes.

BOARD ACTION

The Centennial Board of Directors establishes and monitors the policies and mission of the school.

Actions:

1. Adopt an annual agenda plan.
2. Develop and execute a Board succession plan annually to ensure that Board capacity is optimized through membership profiles of skills and expertise.
3. Review and respond to the key performance indicators of the school annually.
4. Revisit the Strategic Plan annually.

Mission

Centennial's mission is to give each student the support needed to reach his or her full potential in an environment that promotes independence, respect, self-esteem and the desire to succeed. We encourage our students to strive for their personal best in order to become responsible, well-rounded global citizens.

Philosophy

Understanding yourself and applying this knowledge to achieve your full potential; this is the most important value we instill in each student that comes through the doors of Centennial Academy. We embrace a philosophy that focuses on the student as an individual, providing him or her with the tools and the encouragement needed to thrive not only academically, but socially, athletically and artistically.

Success

Centennial has an outstanding record of achievement, highlighting the effectiveness of our results-oriented approach designed for diverse learners. We help students visualize what they can be and work with them to map out the path they can take to get there.

The Process

- A Steering Committee is appointed by the Board of Directors to oversee the development of a long-term strategic plan.
- Independent School Management (ISM), an organization dedicated to the advancement of school management, guides the committee in a planning process.
- ISM conducts an institutional assessment and interviews a variety of constituents.
- A group of 50 constituents attends a brainstorming session and are asked to envision the ideal Centennial of 2011.
- A second group of 50 constituents participates in a follow-up session, focusing on the identified costed items and their effect on tuition.
- A draft report summarizing the deliberations of focus groups and an institutional evaluation is presented to the Board of Directors for review.
- The Centennial Strategic Plan is adopted by the Board of Directors.

