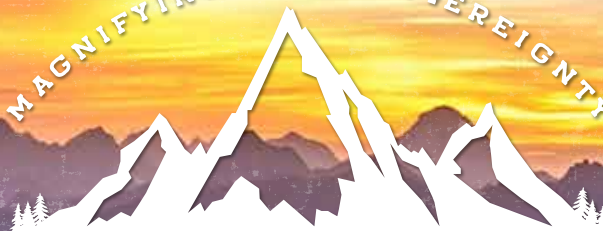


MAGNIFYING GOD'S SOVEREIGNTY



COURAGEOUS -FAITH-

"...His dominion is an everlasting dominion that will not pass away, and His kingdom is one that will never be destroyed." *Daniel 7:14*

STRATEGIC PLAN 2021-2026



LEGACY
CHRISTIAN ACADEMY



COURAGEOUS FAITH IS ESSENTIAL

today for students to follow Christ and for Legacy to advance its mission! Faith is so important that it is mentioned over four hundred times in the Bible. The first step in any journey takes tremendous faith and is an act of trust that we commit ourselves to. It is the heartfelt desire of Legacy for our students to find refuge in the sovereignty of God while living courageously for Him knowing His Kingdom is the everlasting kingdom.

As Legacy entered its 45th year of educating and investing in students, the administration, board, staff, and community took a hard look at our current realities and planned for our preferred future. The educational landscape has not escaped the rapid change that is sweeping all areas of our world. Legacy's leadership recognizes our responsibility to think deeply and to act wisely to ensure that Legacy will effectively prepare our students' hearts and minds for what's ahead. Strategic planning is essential to realizing the goal of providing high-quality education while exercising responsible stewardship of our resources. As we embarked on this strategic planning process, our goal was to seek God's will for Legacy and be obedient to follow it.

In doing so, God drew us to the story of Daniel, a faithful servant of the Lord, living in captivity in Babylon along with his friends Shadrach, Meshach, and Abednego. Though they faced pressures to conform to the Babylonian society and give up the ways of God's people, they stood strong in their faith as they pursued godliness, and God blessed Daniel with wisdom and the ability to influence. In the midst of an idolatrous culture, this gave them significance, hope, and a meaningful role to play in both the present reality and the future.

Engagement, not withdrawal, is the model we see in every page of the Book of Daniel and the vision for Legacy and its students. Engagement with the world is not grounded on the expectation that we will achieve a certain degree of success, or that God will make us immune from the sufferings we see around us. It is grounded on the knowledge that God's way is true and full of life and that it is His kingdom that will reign. What concerns Legacy most, like Daniel, is that God would be exalted as all-glorious and that students will come to know and love Jesus.

As Legacy follows God's path into our next 5 years, we realize now more than ever, its students need to be educated with truth rather than lies, be supported in Christian family beliefs, be filled with hope rather than despair, be guided in Christ-like character rather than in self-exaltation, be offered spiritual life rather than death, and be prepared for their life to have maximum impact.

In the following pages, you will see that we have a plan and a vision for the future that we will vigorously work toward, but I wholeheartedly believe that what God will choose to accomplish will be based on Legacy living out its faith courageously as the staff seek to help students live with courageous faith for His glory.

JAKE MULVIHILL, Head of School



COURAGEOUS FAITH ► STRATEGIC PLAN INITIATIVES

- 1 GROWING IN SPIRITUAL FORMATION
- 2 DEEPENING OUR ACADEMIC ROOTS
- 3 WISE STEWARDSHIP FOR MULTI-GENERATIONAL CHANGE
- 4 MISSIONAL GROWTH AND STABILITY
- 5 MASTER SITE PLAN WITH PHASED EXPANSIONS
- 6 MIDDLE SCHOOL IDENTITY

These initiatives are not the only actions we will pursue to make a stronger Legacy. They do, however, reflect six areas that have risen to the top as essential in the effort to thrive in the years ahead.

As you review the goals under these initiatives, you will readily understand that this is not an overnight to-do list but a roadmap for a journey that will take several years. It will require the blessings of God, the faithful prayers of the school community, and the dedication of many to see these plans come to fruition. We are prepared to embark on this exciting journey with you and your student(s).



GROWING IN SPIRITUAL FORMATION

WHERE WE'VE BEEN SINCE THE 2017 STRATEGIC PLAN ►

- Created and hired a Student Life Coordinator to oversee the spiritual formation and leadership development of K-12th grade students
- Established a framework for Legacy's leadership development program
- Increased opportunities for students to engage in life-on-life and small group interactions with staff as a means of mentorship and Spiritual growth in the Legacy Discipleship program
- Launched monthly Biblical Worldview Staff Development that provides a system of training, care, and support for teachers as they teach the Bible, foster spiritual transformation, and enable students to view all of life through the lens of Scripture
- Implemented elements of the Capturing Kids Hearts program into PreK-12th grade, emphasizing staff and student relationships and community growth
- Adopted a new elementary chapel curriculum: *Orange 252*



WHERE WE'RE GOING ►

Legacy continues to be intentional in training their students to be biblically grounded, disciples of Christ and courageous, servant leaders. Believing that one's greatest accomplishment is to know and love God and one's greatest lifestyle is to passionately live like Christ, Legacy is committed to deepen our discipleship opportunities and expand our leadership programs in ways that allow students to become practitioners, have real-life ministry and leadership experiences outside of the classroom, and form the foundation for a growing relationship with Christ.

The importance of arming students with Truth and preparing them to engage culture biblically, has never been more apparent. As the world normalizes lifestyles and behaviors that directly conflict with God's plans for His creation, and as the mental health crisis amongst students continues to grow, we will continue to provide life-giving support for our students and teach them through a biblical worldview preparing them to be the salt and light in their communities.

GOALS ►

1. Assess and evaluate the extent to which Legacy is accomplishing the **desired spiritual outcomes** in our students and revise where necessary our spiritual formation model for relevance and maximum transformation.
2. Increase **spiritual, emotional, social and mental health support** for students by adding multiple school counselor positions and hiring a K-4 Student Life Coordinator.
3. Enhance the **discipleship program** by focusing on students receiving quality life-on-life mentorship, establishing personal spiritual disciplines, and being trained, through opportunities, to pass on their faith.
4. Expand the **K-12 student leadership program**, providing student-led opportunities that focus on individuals using their God-given gifts to influence others through Christ-like character, conviction, and self-sacrifice.
5. Prepare students for a life of service and influence through local and global **ministry opportunities**.
6. Broaden Legacy's **biblical worldview training** program for faculty and staff to equip them to teach in a way that enables students to view all of life and learning through the lens of Scripture.



DEEPENING OUR ACADEMIC ROOTS

WHERE WE'VE BEEN SINCE THE 2017 STRATEGIC PLAN ►

- Incorporated the Design Thinking model in PreK-12th grade, leading to more student learning experiences that emphasize problem solving, creativity, collaboration, critical thinking, real world connections, and exploratory learning
- Added the K-6th grade Academic Intervention Specialist position to oversee academic benchmarking and increase student academic support
- Implemented a new middle and high school daily schedule designed to meet the age-appropriate needs of students at each level
- Successfully navigated COVID, creating a safe and reasonable reopening plan that allowed students to be on site, learning face-to-face, 5 days a week while meeting the academic, emotional, social, and spiritual needs of students
- Incorporated Chromebooks for elementary classes and implemented Google Classroom as the learning management system for 5th-12th grade
- Offered over 20 new classes/opportunities within newly launched programs of Engineering/Innovation and Business across all divisions.
- Launched "I Love to Read Month" experience for students



WHERE WE'RE GOING ►

We are wholly focused on and devoted to the core values of Christ-Centered and Academically Excellent in the area of deepening our academic roots. We remain committed to a growth mindset as we continue to build the academic programs and courses offered to maximize student potential. Our curriculum meets and exceeds that of state and federal standards without being limited or bound by those requirements, allowing Legacy to educate within mission. We are determined to expand opportunities for students to meet the needs of learners and explore areas of interest in this ever-changing world. We will continue to provide academically excellent experiences across all grade levels to prepare and equip students for the future.

GOALS ►

1. Enhance **student experiences** through community building, experiential class trips, keystone spiritual opportunities, and hallmark learning experiences.
2. Focus on the **academic cohesiveness and innovation** of LCA's PreK, elementary, and middle and high school programs by establishing more robust benchmarks for intended outcomes in reading and mathematics achievement while developing clear vertical alignment from K-12.
3. Grow Legacy's **Academic Intervention Program**, offering deeper academic support to K-12 students while reviewing and assessing student learning benchmarks.
4. Continue to promote **curriculum development** by creating Professional Learning Communities, evaluating essential standards/content, and providing robust professional development opportunities.
5. Guide students in **college and career planning** with expanded opportunities for internships and career path training while identifying individuals' strengths, skills and God-given passions that will project students into their futures.



WISE STEWARDSHIP FOR MULTI-GENERATIONAL CHANGE

WHERE WE'VE BEEN SINCE THE 2017 STRATEGIC PLAN ►

- Initiated Friday late start schedule to build our Professional Learning Community for teachers
- Cost of living salary increase was implemented and benefits package increased
- Deepened a goal-oriented/growth mindset among staff
- Upgraded security cameras and established a security partnership with 360 Security Services and implemented their CHIRP-360 community wide incident reporting system
- Proactively protected Legacy's religious freedom and biblical foundations as a school by drafting our Biblical Unity document as well as solidifying our core documents and bylaws



WHERE WE'RE GOING ►

The future strength of Legacy is built upon our uniquely connected community of parents, staff, alumni, and board members. The Board continues to provide strategic leadership for the school, serving our current students well while also making sure Legacy is here for the future generations. Hiring, retaining, and training staff of the highest possible caliber will remain a powerful catalyst for multi-generational impact. Knowing that God has called parents to be the primary discipler in childrens' lives, Legacy is committed to come alongside parents in their God-given journey. God has blessed and sustained Legacy for 45 years and going forward it will continue to be dependent on God's faithfulness, his provisions, and being wise stewards of his resources. Together we will strategically plan for a sustainable future that protects and advances the mission of the school.

GOALS ►

1. We will continue to improve the **competitiveness of teacher/staff salaries** and their benefits package to ensure recruitment and retention of exceptional Christian faculty and staff.
2. Increase **investments in faculty/staff professional development** resulting in high performing and highly satisfied personnel.
3. Develop a **Growth and Compensation Model** clearly identifying the connection between compensation and teacher commitment to excellence.
4. **Engage parents** by providing resources, training, and a community for the different seasons in their parenting journey.
5. Strategically **strengthen our Board** to provide foresight and oversight of the schools mission and spiritual foundation, legal governance and fiscal management, Legacy's strategic plan, and the Head of School.
6. Commit to regularly evaluate the **safety and security** of Legacy to ensure protocols reflect current best practices for school while conducting regular audits from outside experts with an intent to address emerging threats.



MISSIONAL GROWTH AND STABILITY

WHERE WE'VE BEEN SINCE THE 2017 STRATEGIC PLAN ►

- Grown PreK-12 enrollment from 479 students to 746 students
- Achieved a major financial stability benchmark by having tuition cover 100% of operating expense (up from 92% previously)
- Increased Annual Fund giving to an average of over \$400,000 a year and established the Investors Circle, Legacy's leadership giving society
- Received over \$6.3 million for the Legacy Campaign from our community
- Successfully completed ACSI and Cognia re-accreditation in 2019
- Established both the Legacy Endowment Fund for generational change and the Legacy Reserve Fund for financial stability and economic unknown



WHERE WE'RE GOING ►

The Legacy community has seen God bless our planning and praying for missional growth: growth that enhances our mission, protects our commitment to biblical truth, is financially wise, preserves our Christian community, maintains the opportunity for students to be known, and enhances student opportunities. We have seen and will continue to witness missional growth in many areas including enrollment, facility expansion, extracurricular offerings, financial stability, academic programming, student support, and student experiences. The Board believes Legacy can accomplish its mission and serve its students and staff best by being a three section per grade school of roughly 1,000 students.

Legacy is fiscally sound, maintaining sound business practices and generating balanced and conservative budgets. The leadership at Legacy recognizes the opportunity to strengthen our financial stability and provide for generational change through the growth of an endowment and a strong philanthropic community.

GOALS ►

1. Methodically **increase enrollment** by 2029-30 to 1,000 students (3 sections per grade) by adding an additional elementary and high school section each year.
2. Make intentional strides towards **endowment growth**, pursuing a multi-million dollar student scholarship endowment and a Programs of Distinction endowment through designated and planned gifts.
3. Expand, enhance, and elevate student experiences through a **growing philanthropic community**, a robust Legacy Fund, and school transforming capital campaigns.
4. Follow best practices in our budgeting process and fiscal policies that will maintain the school's **strong financial foundation** and systematically make gains in research-proven financial stability markers for private educational institutions.
5. Improve **communication and missional impact** through use of the Legacy school app for current parents and a redesign of the Legacy website towards prospective parents.



MASTER SITE PLAN WITH PHASED EXPANSIONS

WHERE WE'VE BEEN SINCE THE 2017 STRATEGIC PLAN ►

- Invested in numerous building enhancements and remodels:
 - Installed fire suppression sprinkler system to the entire school*
 - Created state of the art PreK educational space*
 - Enhanced and added additional elementary and middle school classrooms*
 - Updated the Theater with new carpet, lighting, and audio/visual enhancements*
- Updated the HVAC system in lower level building A and the Sports Center for balanced temperature and air flow
- Installed the IsoAire Ionization clean air system to increase protection from potentially harmful airborne particles
- Constructed 33,000 square foot building addition, enhancing community relationships and educational opportunities with intentionality:
 - Coffee Shop and Commons area*
 - Innovation Lab*
 - Business Entrepreneurship Center*
 - Locker Rooms*
 - Weight Room*
 - Band and Choir Rooms*
 - Art Studios*
 - Physical Science and Life Science Labs*



WHERE WE'RE GOING ►

Committed to excellence in the classroom, fine arts and on the field, Legacy will develop a master site plan as a roadmap for our future. Recognized as a leader in Christian education here in Minnesota with aspirations to lead on a national scale, uncompromised design and expansion of our current campus is a must to adequately serve the vision of 1,000 students actively engaged on our campus each year. Legacy commits to build state of the art facilities to maximize the potential of each student in the classroom and beyond for generations to come.

GOALS ►

- Develop a **Master Site Plan** that could include:
 - New playground
 - Classroom additions and renovations
 - Redesigned athletic fields
 - Addition of an Athletic Field House
 - A new welcome center and campus entrance
 - Dedicated student support center
 - Remodeled performing arts theater
 - Dedicated cafeteria and community gathering space
- Expand and update the current facility strategically in accordance with the master site plan.



MIDDLE SCHOOL IDENTITY

Recent studies on Gen Z (born 1999-2015) indicate strong support for focusing on the early adolescent years. Here are a few of the recent statistics revealed by the Barna Group, Impact 360, and International Bible Society.

- Eighty-three percent of all Christians make their first commitment to Jesus between ages of 4 and 14.
- Three-quarters (77%) of adolescents say they have been successful in life so far and nearly all (91%) agree that they hope to achieve a lot in the next 10 years.
- However, 32% still struggle with anxiety
- When it comes to dealing with loneliness, nearly half (45%) look to a non-family member—likely a friend—to connect with
- Sixty-seven percent of church-going youth say the Church's mission in the world excites them
- Forty-four percent say they feel lonely a lot or some of the time and 46 percent say so of feeling discouraged about the future
- Probability of accepting Christ decreases from 32% in ages 5-13, to 14% at ages 14-18, to just 6% for those 19 and older.
- Seventy-four percent of Gen Z surveyed strongly agree or somewhat agree that morality changes in response to social circumstances.



WHERE WE'RE GOING ➤

Legacy believes that the traditional challenges of middle school bring the greatest opportunities. Middle school students are unique. In this four-year time span, there will be exponential growth; physically, socially, emotionally and spiritually. Legacy's strategic vision is to enhance and build a middle school experience that supports this growth. The middle school experience at Legacy is first and foremost rooted in giving students a place to belong. A place where their identity is anchored in Christ. A place where students will know they are loved and supported. A place where their education builds a love of learning. Over the next five-year strategic plan, Legacy will be intentional about investing in our middle school.

GOALS ➤

1. Pursue high caliber administration, through the hiring of a Middle School Principal, and staff to develop a middle school that goes beyond the basic needs of this developmental stage.
2. Design and build a middle school learning space that fits a holistic approach for middle school students.
3. Provide middle school students exploratory opportunities while incorporating an interdisciplinary approach as a way of learning to reinforce important concepts and skills and address real world problems.
4. Provide robust student support to foster healthy spiritual, intellectual, emotional, and social development while engaging students in learning and fostering the development of social skills in a structured and supportive environment where each student is known and belongs.

EQUIPPED FOR THE JOURNEY AHEAD



LEGACY
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