



# *By Faith*

## 2025 – 2030 STRATEGIC PLAN





## OUR MISSION

The mission of Master's Academy is to spiritually develop and academically challenge students to impact their world for Christ. Master's Academy is committed to excellence in education, the truth and authority of the scriptures, and a Christ-centered worldview.

## OUR VISION

Students will enjoy learning in a teacher-directed, safe, loving environment following the example of Our Lord as described in Luke 2:52: intellectually, physically, spiritually, and relationally. Graduates will be equipped to thrive in future academic studies and careers and will be well-rounded with strong Christian character: articulate in their faith; displaying a servant's heart in leadership; and possessing a deep level of self-governance.

# SCHOOL BOARD

Hon. David Morgan, Chairman

Jonathan Hardie, Vice Chairman, Treasurer

Kimberly Jones, Esquire, Secretary

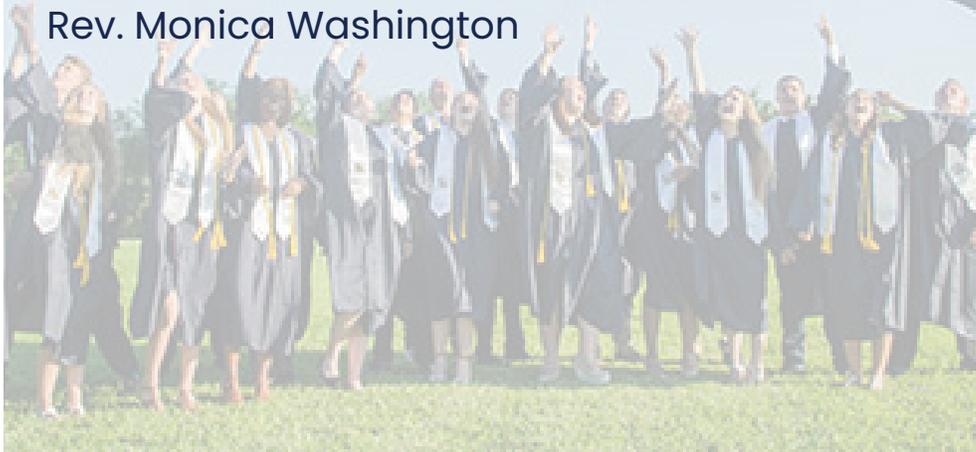
Dawn Calcagno, CPA

Matt McCain, CPA

Wesley Norton

Dr. Andre Vendryes

Rev. Monica Washington



# STRATEGIC PLAN LEADERSHIP TEAM

Dr. Rick Brewer, Head of School

Eric Lantrip, Assistant Head of School

Kimberly Gillette, Upper School Principal

Robin Harwick, Lower School Dean

Sarah Lantrip, Preschool Director

Linda Carlson, Learning Center Director

Steve Boyer, Athletic Director

Nancy Cook, Development Director

Jennifer Aylor, Director of Communications

Cynthia Nixon, Finance Director

# By Faith

And without faith it is impossible to please Him, for **he who comes to God must believe that He is and that He is a rewarder of those who seek Him.**

Hebrews 11:6 (NASB 1995)



Dear Master's Academy Families and Friends,

As we look back over the past 27 years and look forward to the future of Master's Academy, we are reminded of God's faithfulness. Those who had the vision for Master's Academy at its founding continue to support the mission today. We admire their dedication to leaving a legacy and are inspired by their desire to see Master's Academy expand and flourish to further impact the world for Christ.

Over the past several months, our leadership team has diligently researched, brainstormed, discussed, and hammered out this Strategic Plan for the next five years. Each priority, goal, objective, and strategy reflects ambitious yet attainable pursuits for our school.

The theme of the Strategic Plan is "By Faith" as we acknowledge that none of this is possible without God. As we seek Him, our prayer is that He will guide and provide. By faith, Master's Academy will thrive and flourish for His glory.

Our ultimate goal is to bring honor and glory to God as we fulfill our mission and serve our community.

Press On!

A handwritten signature in black ink, appearing to read "Rick Brewer". The signature is stylized with a large, sweeping initial "R" and a smaller "Brewer" written below it.

Rick Brewer, PhD, MBA  
Head of School

# Priority One: Spiritual Formation

**Goal:** Develop a Christ-centered community where students are equipped with a biblical worldview, growing in faith, character, and service empowering them to live out Christian values and impact their world for Christ.

## Objectives:

- Strengthen opportunities for intentional spiritual growth, discipleship, and community connection.
- Build a mentorship program between older and younger students with oversight and training from teachers.
- Equip students with a deeper understanding of Scripture and its application in daily life, developing critical thinking and discernment.
- Further develop a Christ-centered environment that promotes spiritual growth and leadership development.



## Spiritual Formation Strategies:

- Character Development
- Chapel Services
- Service Projects
- Celebrating Milestones
- Professional Development
- ACSI Flourishing Faith Index
- Mentor System
- Patriot Buddies
- Daily Bible lessons with principles in all subjects
- Personal scripture reading and reflection
- Spiritual Emphasis Week
- High School Spiritual Strengths Assessments
- High School Leadership Training Program
- High School student-led initiatives
- High School Leadership Opportunities



**STRONGER TOGETHER**

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Association of Christian Schools International

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## Priority Two: Academic Excellence

**Goal:** Cultivate a rigorous academic environment that challenges students to develop critical thinking, analytical reasoning, and problem solving skills, preparing them for a life of learning.

### **Objectives:**

- Instill a love for learning by integrating engaging educational experiences that inspire students to develop critical thinking skills, problem solving, and analytical reasoning.
- Integrate comprehensive STEM curriculum to develop innovation, critical thinking, and hands-on problem solving.
- Develop and strengthen Lower School curriculum planning.
- Establish a formal teacher and staff onboarding process and mentorship program.
- Integrate new resources and extracurriculars.
- Expand the Upper School guidance program to provide personalized academic and career pathways while developing specialized programs.
- Restructure the Upper School academic program to accommodate increased enrollment while maintaining rigorous standards and individual attention to learning.
- Expand the Self-Paced Learning Center and increase Vo-Tech participation.
- Ensure adequate staffing to support increased enrollment while maintaining a high-quality education.

## Academic Excellence Strategies:

- Enhanced curriculum development
- Vertical and horizontal alignment of curriculum
- Curriculum mapping process and software
- Maintain ACSI Accreditation
- Full time Preschool Director position
- Preschool ACSI Accreditation
- Professional Development and Teacher Training
- Technology advancements and integration
- Student assessment and evaluation teams
- Teacher onboarding phases with specific relevant training
- Enhanced STEM training and curriculum offerings
- Collaborate with aspirant schools
- Expand hands-on learning extracurricular offerings
- Specialized training and resources for teachers
- Develop and implement a comprehensive STEM program in Upper School
- STEM clubs, dedicated space, professional development
- Grow Upper School guidance program (Center for Calling & Career)
- Develop specialized programs in Business, Medical, Law, Aviation, and Engineering
- Restructure Upper School to block scheduling
- Additional classroom space and faculty/support staff
- Maintain high academic standards
- Build C.S. Lewis Honors Program; AP course offerings; Classical Education track
- Grow Vo-Tech enrollment and participation
- Grow NILD staff to support increased enrollment

## Priority Three: Athletics & Student Life

**Goal:** Create a vibrant, inclusive student life that promotes leadership development, personal responsibility, and a commitment to integrity, while encouraging students to actively engage in service, school pride, and community involvement.

### Objectives:

- Offer after-school athletics, clubs, and activities in Lower School.
- Build a strong sense of school pride, spirit, and community among students.
- Cultivate a welcoming and supportive atmosphere that encourages student participation by offering a diverse range of sports and fitness activities.
- Enhance awareness and visibility of the athletic program through marketing, fundraising, and sponsorships.
- Continually improve campus safety measures.



## Athletics & Student Life Strategies:

- Form an extracurricular volunteer activity task force
- Create plan to evaluate and improve programs
- Recruit and retain high quality personnel to support programs
- Alumni events
- Student-led Spirit Committee
- Utilize social media to showcase student life
- Newsletters and regular communications
- Add athletic teams: Track & Field; Boys Volleyball; 11-man Football; Wrestling; Lacrosse; Florida E-Sports
- Fundraising and business sponsorships
- Merch sales at home games
- Community engagement through service
- Coach and athletic staff development and fellowship
- Spiritual growth of student athletes
- Addition of coaches and support staff
- Add campus safety measures (window tint, security cameras, panic buttons, School Resource Officer, Raptor system, active shooter drills)



## Priority Four: Advancement & Marketing

**Advancement Goal:** Raise financial resources to accomplish the goals and objectives of the school's academic and athletic programs.

**Marketing Goal:** Create and execute annual marketing plans which emphasize community engagement, branding, outreach, communication, and alignment with strategic goals to boost visibility and build community connections.

### Objectives:

- Increase giving to the annual fund.
- Build and strengthen partnerships with constituents.
- Increase PAC (Patriot Athletic Club) memberships and sponsorships.
- Support Capital Campaign Leadership Team efforts.
- Launch community engagement campaign.
- Evaluate and apply branding.
- Develop community outreach program.
- Implement comprehensive communication strategy and marketing plan.



## Advancement & Marketing Strategies:

- Grow Annual Fund by 5% annually
- Board and staff giving to Annual Fund of 100%
- Grow soft fundraising initiatives
- Strengthen relationships with current families, alumni, alumni parents, donors, friends of Master's Academy through events, outreach, meetings, community care
- Promote PAC through Athletic teams
- Grow business sponsorships
- Donor Cultivation and Events
- Capital Campaign Leadership Team
- Explore grant opportunities
- Open House events targeting open seats
- Build Social Media platform exposure
- Establish partnerships with churches and Christian non-profit organizations
- Complete branding standards guide and apply to collateral materials
- Community service projects
- Family Fun Days
- Offer educational workshops, interfaith dialogues, cultural celebrations
- Build partnership with homeschool association to increase involvement of homeschool students
- Capital Campaign milestone events centered around the new campus
- Hold focus groups and discussions about needs in the new campus

## Priority Five: Financial Stewardship

**Goal:** Maximize financial and physical resources.

**Objective:** Ensure a balanced budget annually for Master's Academy.

### Financial Stewardship Strategies:

- Analyze enrollment and pricing trends annually to develop revenue projections. Evaluate expenses to determine required increases and allocate funding for strategic items.
- Present to the Strategic Planning Committee a list of one-time and continuing strategic budget requests.
- Strategic Planning Committee will prioritize items to be funded in accordance with goals and objectives.
- Use data to develop a balanced budget each year which includes a contingency of at least 5%.
- Final proposed budget and strategic items for the next school year presented to Board for approval in December.
- Review the operating budget to actual to ensure revenue targets are met and expenditures do not exceed budget.

# *By Faith...*

This five year strategic plan is ambitious but attainable. It is flexible yet holds us accountable. The strategic plan requires the commitment of our stakeholders and places faith in God that He will make a way and provide the resources necessary to fulfill our mission for His glory.

Thank you for partnering with us in delivering a Christ-centered, Kingdom-minded education to the next generation who will impact their world for Christ.

