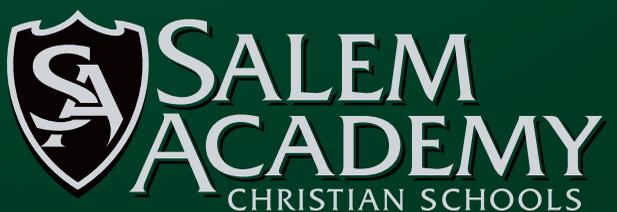


Vision
2015...
and Beyond

BUILDING A LEGACY OF EXCELLENCE





A Brief History of Salem Academy

In 1936, three Mennonite churches collaborated to organize Beacon Bible School for post-high school instruction in Bible and related subjects. At the same time, Kingwood Bible Church in West Salem had operated Salem Bible Institute for about a year or so and through God's provision, these two schools joined to create Salem Academy. When 76 students, a principal, and eight teachers arrived for the first day of classes in 1945, no one knew what an impact the school would have on generations throughout the mid-Willamette Valley.

Salem Academy began as an independent, nondenominational Christian school. This was the first Christian school in the area, and the founders were determined to provide a high-quality alternative to other educational opportunities.

Salem Academy emphasizes educational excellence while seeking to build character and values within the life of each student. The founders' vision was to produce graduates with a strong sense of right and wrong and the courage to stand with integrity in a world that seems to have lost its standards.

After more than 3,500 graduates, those values still hold true today.

The Mission & Vision
of Salem Academy Christian Schools is to
provide an excellent education,
from a Christ-centered, biblical perspective,
so that our students might
know and serve God.

Core Values

Our overarching core value is the umbrella of Christlikeness (Philippians 2), which will be demonstrated by the expression of four specific core values stated in priority order:

1. **Integrity** (James 5:12): First and foremost, we must be who we say we are and do what we say we will do. The essence of integrity is our "being", or being true to our identity.
2. **Servanthood** (Philippians 2:4-8): This core value encompasses mindset (worldview) and actions. Our mindset will be one of serving, which will then dictate how we treat others.
3. **Mutual Trust and Respect** (1 Thessalonians 5:15-18): This core value represents how we view and respond to others. Trusting and respecting others means that we will accept what they tell us as true. It also means that we will always think the best of others and not gossip or spread rumors. Being servant-minded will enable us to view others in this way.
4. **Stewardship** (Colossians 3:23): Finally, we must take good care of the resources God has entrusted to us. We must also use our resources to the fullest extent of what they enable us to do, all for the glory and honor of God.

Expected Student Outcomes

The expectation of Salem Academy educators is that a maturing SAC student

1. Understands and commits to a personal relationship with Christ and pursues ongoing spiritual development
2. Understands and articulates a biblical worldview and operates from that perspective in the world
3. Is academically prepared in all areas (reading, writing, listening, speaking, science, math, social studies, languages, Bible, technology, and the arts)
4. Develops moral integrity, demonstrated by righteous living and stewardship
5. Is able to relate well and work well with others, including other cultures, and respects the worth of every individual as made in God's image
6. Is a lifelong learner, prepared for next stage, including intellectual, spiritual, physical, social, and emotional health
7. Is a servant leader, prepared and motivated for lifelong service and involvement in missions, and knows and applies spiritual giftedness

(This is an abbreviated version of the Expected Student Outcomes. The complete document, which reflects specific competencies in each of the seven expected outcomes, can be viewed on the school's website at www.salemacademy.org.)





How Vision 2015 Came Into Existence

In the summer of 2007 God laid it on the hearts of the Salem Academy Board of Trustees and the school's administrative leadership team that it was His desire for the school to move forward in a spirit of boldness. As a result, a strategic planning team of fourteen individuals was formed to begin the process of putting flesh to the vision that God had inspired. The membership of the team represented the Board of Trustees, school administration, faculty and support staff, parents, and alumni. Within a short time it was determined that God's heart and desire for the future of the school would be articulated as Vision 2015... and Beyond: Building a Legacy of Excellence (Vision 2015).

The process of formulating Vision 2015 involved input from multiple stakeholders through such means as faculty meetings, a formal parent survey, and student luncheons with administrators.

This whole process has been bathed in prayer from start to finish, and the results represent our interpretation of God's heart for Salem Academy. Our prayer is that as you read through this document you will get a strong sense of the following:

- The heart and character of God
- Excellence
- Boldness, with balance
- A bright future for the students of Salem Academy

Our intent is that Vision 2015 would be a dynamic process as opposed to a final product. This is our road map, so to speak, for the next seven years as we continue that ongoing process of building a legacy of excellence.

It is possible that the stated objectives will be adjusted along the way in response to unanticipated dynamics. Updates and revisions to the contents and timing of the plan will be communicated annually at "State of the School" meetings. In the end, the fulfillment of these objectives rests in God's hands as He chooses to bless and provide. Cost projections represent estimates that are very general and broad in nature, and may increase or decrease upon actual completion of each item listed.

Special thanks to the members of the Vision 2015 planning team:

Parent representatives:
Michael Doss West Elementary
Lori Muscutt Main Campus
Tammy Wells East Elementary
Steve Outsley Main Campus

Administrative staff:
Ken Friesen Superintendent
Sherrie Osborn Business Manager
Sue Davenhill East Elementary Principal
Lois Gardner West Elementary Principal
Pete Potloff Secondary Athletic Director & Dean of Students

Support staff:
Debi Haslebacher

Board representative:
Troy Lange

Faculty members:
Randy Carruthers Secondary Faculty
Dan Ceiplis West Elementary Faculty
Rob Wood East Elementary Faculty

The Vision 2015 Roadmap

Vision 2015 has been developed in the context of benchmarks and objectives. Benchmarks are broad standards to be achieved. Objectives reflect the specific manner and timing in which those benchmarks are intended to be met. The grey shaded objectives are those that had already been met at the printing of this booklet.

Facilities/Equipment

Benchmarks: In order for the school to operate effectively, efficiently, and from a mission-appropriate position, it will ensure that its facilities are:

- Functional
- Attractive
- Up-to-date
- Space adequate
- Safe
- Well maintained
- Cost-effective
- Technology accessible

Objectives	Completion Date	Estimated Cost
Continue main campus improvements/enhancements.	Oct. 2008	\$100,000
Revise Master Site Plan for main campus.	Jan. 2009	\$5,000
Phases for campus development and expansion:		
Phase I: All grades housed at main campus:		
• Convert current industrial arts building into elementary building.		
- New construction of 11,300 sq. ft.		
- Renovation of current space of 7,200 sq. ft.		
- Relocate industrial arts instructional area to another area on campus.	Fall 2009	\$2,000,000
Phase II: Build shell of new structure and state-of-the-art K-12 technology labs and library.	As God provides	\$1,000,000
Phase III: Complete state-of-the-art secondary science labs.	As God provides	\$1,000,000
Phase IV: Complete new auditorium, cafeteria, and K-12 fine arts rooms.	As God provides	\$1,500,000
Phase V: Build second gymnasium.	As God provides	\$1,500,000
Phase VI: Renovate current gym.	As God provides	\$250,000
Phase VII: Build new football stadium and field house.	As God provides	\$200,000
Phase VIII: If enrollment dictates, add classrooms to north building.		TBD
Allow for inflation, overruns, and miscellaneous expenses.		\$445,000
Total facilities expense		\$8,000,000

Staffing

Benchmarks: In order for the school to operate effectively, efficiently, and from a mission-appropriate position, it will ensure that its faculty and staff members are:

- Spiritually qualified
- Professionally qualified
- Experienced
- Excellent in performance
- Well compensated
- Well trained and oriented
- Innovative
- Relational
- Knowledgeable of and using best current practices
- Committed to the school's mission and vision

Objectives	Completion Date	Estimated Cost
Have an ongoing professional growth fund in place.	Fall 2008	\$20,000 annually
Provide tuition benefit for support staff: • Build up to \$60,000 annually.	Fall 2008, 2009, 2010	\$20,000 per year
Conduct annual evaluations for all faculty and staff.	Spring 2009	Time
Have a comprehensive staff development plan in place.	Fall 2009	\$10,000 annually
Provide a formal and comprehensive orientation for new staff.	Fall 2009	\$5,000 annually
Hire an executive director to oversee all non-academic areas.	Fall 2009	TBD
Have a formal staff mentoring program in place.	Fall 2010	\$10,000 annually
Have a human resources staff person in place.	Fall 2011	TBD
Have a full-time secondary guidance counselor on staff.	Fall 2012	TBD
Pay teachers @ 85% or better of S/K teacher salary. • Approx. \$100,000 annually for next 4-5 years.	Fall 2012	\$500,000 (approx \$100,000 annually)
Ensure that all teachers are properly qualified and/or credentials	Fall 2013	Time/planning
Have TSA matching plan in place for faculty and staff.	Fall 2014	\$50,000 annually
Obtain dual accreditation through NAAS and ACSI.	Spring 2016	Time/planning

Programs

Benchmarks: In order for the school to operate effectively, efficiently, and in a mission-appropriate manner, it will provide programs that are:

- Representative of the school's mission and vision
- Student-oriented
- Well funded and resourced
- Curricular and cocurricular in nature

Curricular benchmarks:

- Regular review cycle
- College preparatory in nature
- Well balanced
- Meet or exceed state standards and benchmarks
- Systematic transitions from one level to the next
- Strong offerings in core classes
- Offerings in the arts
 - Fine arts
 - Visual arts
 - Performing arts
 - Vocational arts
- Technology
- Languages
- International Student Program (ISP)
- General electives
- Innovative in nature where practical
- Excellent in nature
- Accommodations and support provided for students with learning needs and others who struggle

Cocurricular benchmarks:

- Well balanced
 - Equity in offerings by gender
 - Equity in offerings by area
 - Athletics
 - Fine and performing arts
 - Leadership and service
- Excellent in nature
- Competitive where applicable

Objectives	Completion Date	Estimated Cost
Purchase new school buses.	Fall 2008, 2010, 2012	\$80,000 - \$90,000 per bus
Upgrade technology equipment and software (K-12).	Fall 2008, 2009 - 2011	\$15,000 - \$25,000 per year
Add new secondary electives based on student interest.	Fall 2008, 2009, 2010	\$10,000 per elective
Increase academic departmental budgets (K-12).	Fall 2008, 2009 - 2011	\$10,000 per year
Purchase new textbooks and other instructional resources (above budgeted funds).	Fall 2008	\$50,000
Provide on-line capability for parents to review student academic progress and status.	Fall 2008	\$15,000
Address campus safety and security issues.	Fall 2008, 2009, 2010	TBD
Institute a comprehensive curriculum review process (K-12).	Spring 2009	Time
Develop a comprehensive plan for transition from one level to next.	Spring 2009	Time
Integrate international students better into school culture.	Spring 2009	Time
Develop a comprehensive new student recruitment process (K-12).	Spring 2009	\$10,000 annually
Have a comprehensive emergency response plan in place.	Fall 2009	Time
Increase/enhance elementary electives/specialists.	Fall 2009, 2011	\$20,000
Increase athletic program budgets (Sec).	Fall 2009 - 2012	\$5,000 per year
Implement a technology equipment replacement cycle.	Fall 2009	\$15,000 - \$25,000 annually
Have comprehensive guidance counseling strategies in place.	Spring 2010	Time
Hire a full-time director of student academic services (K-12).	Fall 2010	TBD
Add one additional sport for boys and girls at high school level.	As enrollment allows	\$10,000 - \$15,000 per sport
Institute an end-of-year career internship for seniors.	Spring 2011	Time
Have a strong drama program in the high school.	Fall 2011	\$10,000
Have a strong secondary instrumental program.	Fall 2012	\$10,000 - \$20,000
Add one additional sport for boys and girls at middle school level.	Fall 2012	\$10,000
Have an annual cross-cultural mission trip in place.	Fall 2012	\$5,000
Have an annual student leadership event in place.	Fall 2012	\$5,000
Make a major spring production an annual event.	Spring 2013	\$10,000

Students

Benchmarks: In order for the school to operate effectively, efficiently, and in a mission-appropriate manner, it will ensure that students who attend are:

- Spiritually sensitive and desirous of a Christ-centered education
- Agreeable to standards for appearance, conduct, and attitude
- Motivated to achieve/perform
- Well prepared for post-high school experience

Objectives	Completion Date	Estimated Cost
All students will be able to articulate an age-appropriate Christian worldview.	Spring 2009	Time
Student leaders will develop formal ways to identify and celebrate excellence on a regular basis.	Spring 2009	Time/Planning
All students will participate annually in some form of community service.	Spring 2009	Time/Planning
All students will be involved in at least one school, church, or community activity.	Spring 2010	Time/Planning
All students will be achieving academically at a C-average level or better.	Spring 2010	Time/Effort
International students will be fully integrated into school culture.	Spring 2010	Time/Effort
Graduates will consistently pursue higher education at an average annual rate of 90% or better.	Spring 2011	Time/Planning
Students will consistently reenroll at an average annual rate of 90% or better.	Spring 2011	Time/Planning
All students will experience a high level of personal success and fulfillment at school.	Spring 2011	Time/Planning
Overall K-12 student enrollment will be at 710 or more.	Fall 2013	Time/Effort

School Community

Benchmarks: In order for the school to operate effectively, efficiently, and in a mission-appropriate manner, it will strive to develop a school community that is represented by:

- A culture of prayer
- A strong sense of school pride and school spirit
- A strong sense of shared vision
- A strong sense of partnership between parents and school staff
- A high level of volunteerism

Objectives	Completion Date	Estimated Cost
Hold first "State of the School" meeting.	Winter 2009	Time/Effort
Have active Moms In Touch groups at each level (Elem., M.S. & H.S.).	Fall 2009	Time/Effort
Have a sustained and strong school spirit being demonstrated.	Winter 2010	Time/Effort
Have 100% of school families serving or buying out P.I.E. hours.	Spring 2010	Time/Effort
SAC staff, parents and students will be actively involved in community service through formal service events as well as in small group and individual efforts.	Spring 2010	Time/Effort
• Carry out one major community improvement project near the school each year.		





Community At-Large

Benchmarks: In order for the school to operate effectively, efficiently, and in a mission-appropriate manner, it will strive to establish and nurture relationships within the community-at-large that represent:

- A high level of visibility within the community
- A high level of involvement in community service
- A high level of networking with community leaders
- A reputation of being a Christ-centered school
- A reputation of providing strong programs in all areas

Objectives	Completion Date	Estimated Cost
Student performance groups will be out in the community multiple times yearly.	Spring 2010	Time/Effort
Community members will be surveyed randomly for feedback related to indicators of excellence in all areas of school life.	Spring 2010	\$2,500
Students will participate in ongoing service projects in the community throughout each school year.	Spring 2011	Time/Effort
Students will interact with community members as part of formal service days twice a year (fall and spring).	Spring 2012	Time/Effort
Favorable and openly supportive relationships will be established between SAC and key church leaders within the Salem community.	Spring 2013	Time/Effort
Salem community members will be invited to the S.A.C. campus for special events multiple times each year.	Spring 2014	Time/Effort
Favorable and openly supportive relationships will be established between SAC and key civic leaders within the Salem community.	Spring 2014	Time/Effort

Marketing/Development

Benchmarks: In order for the school to operate effectively, efficiently, and from a mission-appropriate position, it will promote and present itself to the local community and broader communities through:

- The development and promotion of a comprehensive strategic plan
- Strong relationships with third-source funding entities
- A mindset amongst staff and families as viewing themselves as representatives and recruiters for the school
- A significant donor base
- A commitment to capacity enrollment

Objectives	Completion Date	Estimated Cost
Vision 2015 promotion booklet will be completed.	Fall 2008	\$7,500
Vision 2015 will be shared with various stakeholders.	Fall 2008 and ongoing	Time/Effort
All SAC staff members will be able to clearly articulate the school's mission/vision, and core values.	Spring 2009	Time/Effort
Strong, formal, and ongoing working relationships will be established with third-source funding groups.	Spring 2010	Time/Effort
Formal contact will be made with families in exiting grades of other P-8th grade Christian schools in town.	Spring 2010	Time/Effort
A comprehensive plan will be developed to assist donors who choose to make SAC a benefactor through avenues such as estate planning and living trusts.	Spring 2010	Time/Effort
Formal presentations will be made in key local churches 2-3 times a year on an annual basis.	Spring 2011	Time/Effort
An annual Northwest "Legacy of Leadership and Service" student conference will be hosted on campus.	Spring 2011	\$10,000
\$200,000 or more in perpetual annual gifts will be established.	Spring 2012	Time/Effort
A minimum of 30 families annually will directly influence new families to attend SAC.	Fall 2012	Time/Effort

Alumni Relations

Benchmarks: In order for the school to operate effectively, efficiently, and from a mission-appropriate position, it will interact with alumni by:

- Keeping them well informed of school "success" stories
- Keeping them well informed of significant changes and events in the life of the school
- Maintaining a comprehensive & up-to-date alumni data base
- Inviting them to regular and special school events
- Encouraging them to become regular donors, and creating cause for them to be compelled to do so

Objectives	Completion Date	Estimated Cost
2-3 formal communication pieces will be sent to alumni annually.	Spring 2009	Time/Effort
Have in place an active and accurate alumni data base of 75% or more of SAC alumni.	Spring 2010	Time/Effort
Reunions in five-year intervals will be planned for all classes on an annual basis through the development/alumni relations office.	Spring 2010	Time/Effort
Alumni will be surveyed randomly on an annual basis for feedback related to indicators of excellence in all areas of school life.	Spring 2012	\$2,500
65% or more of alumni on record will participate in perpetual annual giving.	Spring 2015	Time/Effort



Vision 2015... and Beyond

BUILDING A LEGACY OF EXCELLENCE

What You Can Do

You can help Vision 2015... and Beyond become a reality by:

- Praying: In moments, when prompted to do so, pray that God will:
 - Bless Salem Academy
 - Protect Salem Academy
 - Guide and direct those in leadership at Salem Academy
 - Provide for the needs of Salem Academy
- Promoting Salem Academy as often as you can with as many people as you can.
- Contributing financially in the manner and degree that you are compelled to do so, as a one-time gift or a perpetual gift.

Perpetual Giving Formula		
Annual Gifts	Gift Amount	Total Giving (per category)
500	\$120 (\$10 per month)	\$60,000
300	\$300 (\$25 per month)	\$90,000
200	\$600 (\$50 per month)	\$120,000
100	\$1,200 (\$100 per month)	\$120,000
50	\$1,800 (\$150 per month)	\$90,000
20	\$2400 (\$200 per month)	\$48,000
10	\$3,000 (\$250 per month)	\$30,000
5	\$6,000 (\$500 per month)	\$30,000
2	\$12,000 (\$1000 per month)	\$24,000
Total Annual Giving		\$612,000

Vision 2015 Response Card

Please complete this response card and return it with your contribution in support of Vision 2015... and Beyond. Make checks payable to Salem Academy Christian Schools. Mail to 942 Lancaster Dr. NE, Salem, OR 97301.

Name: _____

Mailing Address: _____

E-Mail Address: _____

Affiliation with Salem Academy: _____

I would like to help Vision 2015... and Beyond become a reality by providing support in the following way:

A perpetual gift in the amount of \$ _____ annually to be given in the following manner:

- One payment annually
 Quarterly installments
 Monthly installments

A one-time gift of \$ _____