

# Prince Avenue Christian School



Strategic Plan  
2025-2030



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*“Do not conform any longer to the pattern of this world, but be transformed by the renewing of your mind . . .”*

*Romans 12:2*



# MISSION, PHILOSOPHY AND VISION

## **OUR MISSION**

*"To partner with Christian families to provide scripturally based discipleship while pursuing excellence in academics, fine arts, and athletics from a biblical worldview."*

The school remains dedicated to its founding principles of partnering in a covenantal relationship with families to provide a wholesome, Christ centered environment that is a physically, emotionally, intellectually, and spiritually safe place for students to explore and develop their gifts, talents, and skills.

## **OUR PHILOSOPHY**

Prince Avenue seeks to partner with Christian families to provide biblically based discipleship, scholastic and co-curricular excellence, freedom of expression, diversity of viewpoints guided by Christian principles, and critical thinking in a *distinctly* Christian environment.

Now in its 47<sup>th</sup> year, the school continues to embrace the belief that “a cord of three strands is not easily broken” (Ecc 4:12) with families, their churches, and the school yoked together to provide a biblical worldview that creates the foundation from which our students receive a challenging, college preparatory education.

## **OUR VISION**

*“Guided by God’s Word as our foundation, we aspire to be the preferred choice for Christian families in Northeast Georgia by providing a premier college preparatory education while discipling students to grow in a personal relationship with Jesus Christ.”*

The school seeks to develop Christ followers who are excited about learning, understand and embrace the value of participating in co-curricular programs, and seek to influence the greater community outside the school for the glory of Christ.

Dear Prince Avenue School Community,

This is an exciting period of *controlled growth* in our school as God continues to bless us on multiple fronts that includes exceptional leadership, faculty, families, and facilities. Since we are a school that seeks continuous process improvement, this five-year strategic plan provides the vision necessary to continue moving Prince forward.

This strategic plan is based on our School Report for Growth, which was recently completed as part of our joint reaccreditation by the Southern Association of Independent Schools (SAIS)/Cognia and the Association of Christian Schools International (ACSI). The school board reviewed and refined the strategic plan submitted by the school's leadership team to produce this final report. We believe this document creates a roadmap that will empower us to equip our students to impact the world for Christ. Particular thought and discussion were placed on the *action items* starting on page nine, and the school board will monitor and track the completion of these improvements over the next five years.

With over 36 years of combined experience as a board member and as the father of two Prince graduates, I do not recall a more dynamic, complex, and exciting time in the life of our school. We ask for your prayers, partnership, and participation as we bring the vision within this strategic plan to life. Whether through your time, talent, or gifts, your support is critical to the success of this plan. Thank you for entrusting us with the education of your children as we strive to honor God in all that we do. May His guidance and grace sustain us as we step into the future with faith and confidence.

On behalf of the entire Board of Trustees, we are indebted to the parents, faculty, staff, alumni, and students who contributed to the strategic planning process and the creation of this important document.

It's a great day to be a Wolverine!

A handwritten signature in black ink, appearing to read "Joe Taylor", with a stylized flourish at the end.

Mr. Joe Taylor  
Chair, Board of Trustees

Dear Prince Family,

The leadership required to remain a Christ-centered school in the wake of society's rapidly changing moral culture necessitates mature practices in governance, strategic planning, and fiduciary management. As the apostle Paul exhorted in Romans 12:2, "Do not conform to the pattern of this world, but be transformed by the renewing of your mind." Paul's teaching underscores the critical importance of our calling to maintain and safeguard a wholesome family-school environment steeped in biblical truth that shapes students to think and live in alignment with a Christ-centered worldview.

Our success in meeting the goals in our last strategic plan is documented on page 16 and includes noteworthy achievements that have advanced our school. Amidst all the changes implemented in that plan, the values, beliefs, and decision-making processes from which we continue to operate remain anchored to a foundation that never changes - God's word. This newest strategic plan, PACS 2030, operates from that same foundation, which has stood the test of time for millennium.

To remain the preferred Christian school in Northeast Georgia, we must continue to think innovatively and demonstrate the drive and discipline needed to complete the goals documented in this plan. Innovation requires a calculated level of risk, and schools who fail to embrace that mindset become obsolete. At Prince, we embrace change aligned with our school's culture, which helps ensure our students are ready to meet the academic, spiritual, social, and emotional demands tomorrow will bring.

Our standardized test scores, list of competitive college acceptances, collection of fine arts awards, and multiple state athletic championships surpass those of schools in our service area with tuition costs almost twice ours, but we understand these are *temporal* accomplishments and therefore simply a means to an end, and that the end itself is a personal and *eternal* relationship with Jesus Christ. Our faculty thoroughly understand this and are not only committed to the teaching tradecraft, but more importantly, to building interpersonal relationships with students to serve as the hands and feet of Christ in the classroom.

This plan is not simply a set of goals, it is a call to action. It is an invitation for our community - students, parents, faculty, staff, alumni, and supporters - to unite in faith, creativity, and commitment. Fixating our focus on Christ, the master teacher, remains critical to our continued success, and to Him be the glory!

In His service,

A handwritten signature in black ink, appearing to read "Seth A. Hathaway". The signature is fluid and cursive, with a large, stylized initial 'S'.

Dr. Seth Hathaway, Ed.D.  
Head of School





*“Let the little children come to me, and do not hinder them, for the kingdom of God belongs to such as these.”*

*Mark 10:14*

# THE WOLVERINE WAY

## WHAT WE STRIVE TO DO...

- Remain a Christ-centered school amidst a society that is becoming increasingly pluralistic.
- Educate the public on the benefits of a Christian covenant education to attract families who share our Christian values, ethics, and morals.
- Partner with Christian families to teach students eternal life is freely given by God's grace through their faith in Jesus Christ.
- Recruit and retain highly qualified and engaging faculty who are *dedicated* Christ followers.
- Provide students with a rigorous, college preparatory education from a biblical worldview, and assist them in gaining acceptance to a college or university consistent with their aptitude and ability levels.
- Stimulate students' imaginations and promote critical thinking through instruction in the visual, musical, and theatrical arts.
- Promote physical fitness; inculcate the virtues of teamwork, sportsmanship, commitment, and school institutional self-esteem through athletics.
- Enhance confidence levels with *all* our stakeholders to increase annual giving and assist with strategic development goals.
- Sustain financial stability through sound fiscal policies that balance expenditures and revenues.





# **SITUATIONAL**

# **ANALYSIS**

## **EXTERNAL**



- A student's physical and emotional safety are parents' number one priority.
- Tension between our school's biblical worldview and broader societal norms is increasing, including issues related to morality, identity, and inclusivity.
- Technology is changing at an unprecedented rate, and children of all ages are exposed to different forms of technology.
- Competitive college and university standards are consistently increasing.
- Increased levels of anxiety, stress, and depression in today's students are attributed, in part, to heightened scholastic and co-curricular competition in addition to the psychological impact of 24/7 social media.
- Rapid inflation and economic uncertainty over the past four years are increasing tuition costs and the demand for financial aid, which can make Christian education inaccessible for many families.
- Millennial parents exceed Boomers in number; they have earned more bachelor degrees per person than their Gen-X parents; they have fewer religious associations, and they are more discerning school shoppers than any generation before them.

## **INTERNAL**

- Prince Avenue has established an excellent reputation as a quality college preparatory school with robust co-curricular programs built on biblical principles.
- The school remains committed to limiting faculty and staff hires to self-professing Christ followers who are active in local evangelical churches.
- A strong emphasis has been placed on increasing the professional qualifications of faculty with 62% holding advanced degrees.
- Strategic faculty hires have matured religious programming to include the use of small discussion groups, community outreach volunteerism, and overnight spiritual retreats.
- Overall student enrollment has grown from 701 to 975 (39%) over the past five years with retention rates at 93% or higher.
- Lower school enrollment represents the longest revenue stream and has increased from 256 to 443 (73%) over the past five years, which includes the addition of a PreK-3 program.
- The school has more applicants than space allows and has matured from a “rolling admissions model” to a “traditional acceptance model” thus increasing student competition for acceptance.
- The school is constructing a 28,000 square foot \$10,200,000 competition gymnasium and raising an additional \$5,800,000 for a 14,300 square foot fine arts center to create some of the finest cocurricular facilities in Northeast Georgia for a school its size.
- Prince Avenue remains the only school in its service area, public or private, that offers on campus dual high school and college credit courses taught by its own highly qualified faculty through its partnership with two Christian universities (46 credit hours are currently offered).
- The school’s tuition is significantly underpriced when one compares the scope and depth of programming with other local private secular and Christian school competitors.

# KEY CHALLENGES FOR PRINCE

- Remaining Christ-centered in a society growing increasingly pluralistic.
- The school is space constrained and needs more instructional space to meet the needs of its growing student population.
- The number of students with diagnosed learning differences continues to grow and exceeds the school's capacity to serve all of them.
- Continuing to advance the quality of scholastic and co-curricular programs to meet rising college and university admission standards while balancing the workload, stress, and quality of life for students and faculty.
- Nourishing, encouraging, and maturing the school's relatively new "philanthropic culture" with all constituents to help support operational needs and achieve strategic goals.
- Adding additional fine arts instructional space to include a band room and black box theater are needed to meet the growing needs of students.
- Developing 14 acres of recently acquired property to provide additional practice fields, tennis courts, locker rooms, coaching offices, and parking to meet the school's expanding student population.
- Increasing the demographic diversity within the student body, and the faculty and staff, to more closely reflect the Kingdom of God.
- Continuing to mature the school's marketing and communication plan to promote centers of excellence within the school to draw high quality applicants from mission fit families.
- Teachers' salaries remain below local public-school averages for similar credentials and years of experience despite a 32% increase in teacher salaries over the past five years (now at a 15% differential excluding benefits). Teachers' benefits packages remain robust in comparison to other local private Christian schools.



# **SPECIFIC RECOMMENDATIONS**

*Prince Avenue Christian School is in a controlled growth cycle by selectively admitting mission fit families. An enrollment increase of 39% over the past five years has been met with the construction of 18,000 square feet of new instructional space and significant infrastructure upgrades and renovations to its existing facilities. To enrich the quality of co-curricular facilities for current students, the school is engaged in a capital campaign to raise \$17M. Since the last strategic plan in 2018, the size of the school board has doubled, board members' years of service have lengthened, and board governance processes have matured to meet the increasing complexities associated with the school's growth.*

*The school remains on a strong trajectory, and no significant changes in its operations are expected. However, several improvements are addressed in the recommendations below. Quantitative and qualitative assessments taken by the school board of trustees, parents, faculty and staff, students, and alumni as a part of the school's recently published reaccreditation School Report for Growth were consulted in the formulation of recommendations in this strategic plan. Those assessments reflect strong approval ratings regarding the school's leadership, faculty, and staff's ability to provide excellent instruction in discipleship, academics, fine arts, and athletics to its students. The specific recommendations that follow are crucial to Prince's continued advancement.*

## **FACULTY AND STAFF**

- Maintain current hiring standards, which requires all faculty and staff to be professing, dedicated Christ followers who are active in local evangelical churches.
- Ensure fair and equitable treatment of all faculty and staff to include compensation, benefits, rules and accountability, and in the assignment of instructional and co-curricular duties and responsibilities.
- Maintain a lifestyle consistent with the tenants of the Christian faith as documented in the school's Statement of Belief, Biblical Morality Statement, and Christian Life Commitment Statement to promote continued personal growth and set excellent examples for students.
- Maintain teaching certification in the Association of Christian Schools International (ACSI) to promote instruction from a biblical worldview, seek new opportunities for professional development by pursuing advanced degrees, and earn designation as a Georgia Independent School Association (GISA) Master Teacher.

## **DISCIPLESHIP**

- Maintain a Christ-centered culture that promotes interpersonal relationships between all family-school community members with an emphasis on teacher and student relationships.
- Continue the practice of holding off-campus overnight spiritual retreats for all high school students and expand overnight retreats to middle school students.
- Mature the practice of promoting a school-wide Christian life theme throughout the school year to promote unity across campus.
- Expand community service volunteer opportunities beyond those required by the high school's Christian Character Development Program and service clubs.



## **ACADEMICS**

- Uphold a culture of continuous process improvement by conducting annual, cyclic curriculum reviews to ensure the purchase and use of materials are aligned with Georgia state learning standards.
- Continue conducting detailed annual analysis of standardized testing data to identify longitudinal strengths and challenges and make changes to curriculum, instructional techniques, and teacher assignments to best meet the needs of students.
- Identify and nurture the diverse learning preferences of students while providing tailored instruction to optimize individual student learning.
- Incorporate the *review* of Bible learning standards for grades 6-12 into the school's academic cyclic review schedule, and document Bible learning standards in Curriculumtrak to ensure students' progress from knowledge to application-based learning.
- Establish a new college placement counselor position in the high school whose sole function is to assist students and families in the college selection and application process.
- Improve parent education by providing more opportunities to learn about social and emotional issues facing students today through parent presentations and written

correspondence.

- Increase the number of classroom teachers commensurate with the construction of new instructional space to meet the school's growing student population.
- Increase the number of Orton Gillingham certified tutors in the Education Student Support (ESS) Center to meet the growing needs of students with learning differences.

## ***FINE ARTS***

- Ensure all students in PreK-12 are exposed to the arts to explore God given creative abilities and participate in visual, musical, and performing arts programs.
- Successfully complete a capital campaign to construct a new fine arts center to house the performing arts and band programs.
- Seek new opportunities to release the creativity within each student and foster critical thinking and stimulate their imaginations while addressing students' different learning styles.
- Continue to teach and perform theatrical works whose themes and content are consistent with our mission statement while providing students an appreciation of the elements of order, discipline, beauty, relativity, and how conflict and resolution are a part of God's plan.



## ***ATHLETICS***

- Continue to seek innovative ways to promote physical fitness, teamwork, sportsmanship, and commitment to further the school's Christian mission.
- Construct a new competition gymnasium to meet the growing needs of the student population.
- Retrofit Field House #1 to provide additional locker room space for girls' sports.
- Expand the current athletic complex by developing 14 acres of property purchased



in 2020 to construct additional practice fields, tennis courts, locker rooms, coaching offices, and parking.

- Advance the lower school athletic program using technically proficient community coaches who are professing Christ followers by placing an emphasis on fundamental skills, teamwork, and equal playing time for students.
- Refine and elevate the Athletic Handbook as a policy document to define school-wide standards for organized athletics relative to student performance and “parent partnership” as defined in the school’s mission statement.



## **DEVELOPMENT**

- Mature the current processes used to educate members of our family-school community on the school’s increasing financial needs and the different types of giving opportunities and philanthropic vehicles.
- Develop a disciplined process to conduct annual fund discussions with new families upon enrollment to educate them on the purpose and importance of contributing every year to the annual fund.

- Investigate and apply for private foundation grants with like-minded Christ-centered organizations.
- Create a *planned giving program* for alumni and other prospective donors.
- Increase the base of support for the school by increasing the involvement and participation by alumni and friends of the school through improved outreach initiatives and communications.



## ***FACILITIES AND SECURITY***

- Maintain the excellent appearance and cleanliness standards of the school's buildings and grounds to attract new students, promote school pride and spirit, and encourage greater stewardship.
- Refine annual inspections of capital assets to identify detailed future maintenance costs based upon the life cycle of the campus' infrastructure.
- Continue to refresh the campus' security systems with emerging technology, and harden exterior entry and egress points.
- Conduct annual updates to the school's Emergency Action Plan (EAP) with a emphasis on refining campus intruder response, internal/external reporting procedures, and reconstitution.
- Install perimeter fencing and rolling roadway gates to enclose the middle school and adjacent property to adjoin it with the main school building.

## ***TECHNOLOGY***

- Conduct continuous research on emerging education-related technologies and optimize infrastructure and student laptop replacements within budget resources.
- Continue to expand the use of cloud-based technology and applications in the middle and high schools to best prepare students for tomorrow's college environment.
- Expand the scope and depth of teacher training on and off campus to integrate new

and emerging technologies that have a positive impact on student learning.

- Research best practices for the use of selective technologies for lower school students knowing that technology has positive and negative impacts on the brain development of young learners.

## ***ADMISSIONS, MARKETING & COMMUNICATIONS***

- Conduct a future population study of the school's service area for persons 18 years of age and younger and make a recommendation to keep student enrollment at its current level or expand the size of the student body.
- Continue to reevaluate and expand current networking opportunities with daycare, preschool, realtors, orthodontists, and other providers to identify Christian families who are seeking a Christian covenant school experience for their children.
- Assess and strengthen the relationship and coordination with the Parent Teacher Fellowship (PTF) in welcoming all new families to Prince.
- Increase the diversity of the student body through *new initiatives* specifically designed to attract Christian, minority families to shape the student body's demographics to more accurately reflect the Kingdom of God.
- Refine the master communications plan to attract the most competitive prospective families who are aligned with our core principles and mission statement.
- Continue to partner and network with existing Prince parents to identify prospective like-minded families who are willing to learn about Prince Avenue's Christ-centered, holistic educational experience.



## ***FINANCES***

- Maintain the school's 100% debt free status and ensure that annual expenditures do not exceed revenue.
- Continue to increase teachers' salaries with the goal of maintaining the pay



differential with neighboring public-school systems that sustains a 93% full-time teacher retention rate or higher.

- Increase the budget allocation for future maintenance reserves to more closely align with depreciation values and the life cycle of capital assets.
- Ensure the composition of the school board possesses the financial acumen necessary to provide sound strategic guidance to the school's senior leadership.
- Maintain a tuition rate that ensures the school remains financially viable yet competitive when compared to other schools.
- Conduct a feasibility study to examine the ability to start a modest endowment to offset operational costs in the out years.

## PACS 2018-2023

# STRATEGIC PLAN ACCOMPLISHMENTS

- *Selectively increased overall enrollment 39% from 701 to 975 over the past five years with mission fit families.*
- Increased minority diversity in the student body from 3% to 10.2%.
- Increased teachers' base salary by 32% since the fall of 2018.
- Increased the percentage of faculty with advanced degrees to 63%.
- Employed the largest number of Georgia Independent School Association (GISA) "Master Teachers" (15) than any school in GISA's 163 schools.
- Completed the largest capital campaign in the school's 44-year history raising \$4.2M.
- Completed construction of a new 20,000 square foot middle school building.
- Purchased 14 acres of property bordering the school's athletic fields to prevent encroaching retail development and received county approval for expansion of athletic complex.
- Migrated from modified cash to accrual accounting and transitioned from Accounting Church Software (ACS) to QuickBooks.
- Procured and installed over 70 Interactive Flat Panels (IPS) in classrooms.
- Upgraded from school issued 1:1 tablets for grades 7-12 to 1:1 laptops for grades K-12.
- Authored and published the school's first Annual Report.
- Published an Athletic Handbook for community coaches that documents policies and procedures for the leadership and management of PACS's athletic programs.
- Expanded school board membership from eight to fifteen members, increased trustees' terms from three to six years, and increased board chair tenure from one to two years.

- Incorporated the ethical use of social media into the chapel program's small discussion groups.
- Conducted quarterly parenting tip information meetings to provide parents with information relevant to parenting in today's ever-changing society.
- Expanded the high school dual enrollment program to 46 hours, and remain the only school in Athens, Georgia, public or private, that teaches high school and college credit courses on its own campus by its own highly credentialed teachers.
- Introduced three-day two-night spiritual life retreats for grades 9-12 funded by the school's operating budget.
- Created Bible curriculum learning standards for grades 6-12.
- Initiated two alumni mixer events per year and began publishing an alumni newsletter two times per year.

**The following additional strategic improvements were completed outside the scope of the 2018-2023 Strategic Plan:**

- Reengineered and replaced the roof atop the main school building
- Replaced 53 roof top heating and air conditioning units
- Renovated and expanded the Educational Student Support (ESS) Center for students with learning differences
- Renovated the cafeteria
- Relocated and outfitted the lower and high school administrative suites adjacent to their student populations
- Procured the Centegix Campus Security System and implemented a thorough faculty and staff training program and hired a full-time, armed security specialist
- Refreshed the entire school bus fleet