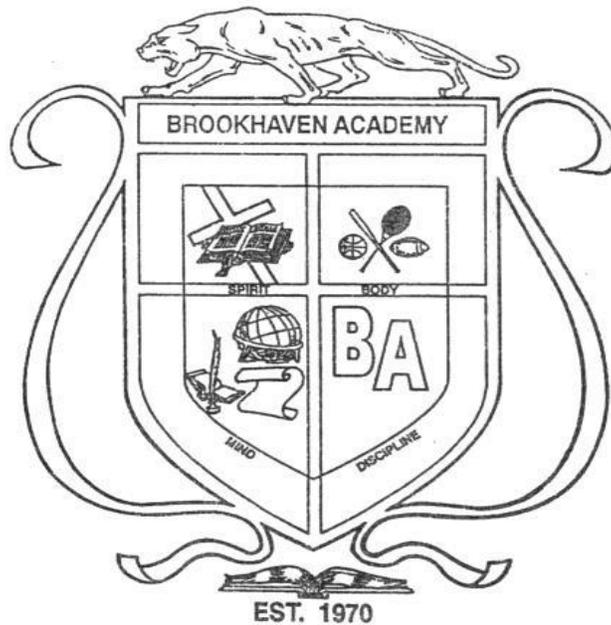


BROOKHAVEN ACADEMY EDUCATIONAL FOUNDATION, INC.



“Quality Education in a Christian Environment”

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School Improvement Plan 2013

Brookhaven Academy Educational Foundation, Inc.

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Brookhaven Academy Educational Foundation, Inc.

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Anthony Bell, Vice Chairman

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Julie Wright, Headmaster

Page Nelson, Elementary Principal

Casey Edwards, Secondary Principal

Tripp McCarty, Athletic Director

Brookhaven Academy Educational Foundation, Inc.

Strategic Planning Committee

Julie Wright, Headmaster

Page Nelson, Elementary Principal

Casey Edwards, Secondary Principal

Daisy Arnold, Guidance Counselor

Terri Melancon, Elementary Teacher

Dawn Freeman, Junior High Teacher

Crystal White, Pre-school Teacher

Brookhaven Academy Educational Foundation, Inc.

Staff

Julie Wright	Headmaster
Page Nelson	Elementary Principal
Casey Edwards	Secondary Principal
Daisy Arnold	Counselor
Tripp McCarty	Athletic Director
Stacy Garner	Director of Finance and Development
Brittany Lofton	Business Office Coordinator
Loree Coleman	Librarian
LeAnn Waldrop	Jr. High/High School Secretary
Wanda Kent	Headmaster's Secretary
Paula Rushing	Elementary Secretary
Wanda Bell	Counselor's Secretary
David Rigdon	Maintenance
JoAnn Lewis	Custodian
Tawana Nettles	Cafeteria Manager
Amy Hodges	Cafeteria Staff
Jaclyn Ball	Cafeteria Staff
Chasity Beal	Cafeteria Staff
Laura Lorraine	Cafeteria Staff
Tanya Stephens	Cafeteria Staff
Kathy Trim	Cafeteria Staff

Elementary Faculty

Christie Case	K3 Teacher
Holly Franklin	K3 Teacher/School Nurse
Leah Smith	K3 Teacher
Christy Clark	K4 Teacher
Kaylin Lofton	K4 Teacher
Crystal White	K4 Teacher
Terri Langley	K5 Teacher
Amanda Upton	K5 Teacher
Kim Smith	K5 Assistant
Selina Lucas	1 st Grade Teacher
Christy Rounsaville	1 st Grade Teacher
Becky Jackson	1 st Grade Assistant
Kaitlyn Bozeman	2 nd Grade Teacher
Karen Hickman	2 nd Grade Teacher
Lindy Coleman	3 rd Grade Teacher
Jennifer Covington	3 rd Grade Teacher
Stacy Clanton	4 th Grade Teacher
Rachel Smith	4 th Grade Teacher
Terri Melancon	5 th Grade Teacher
Lucy Watts	5 th Grade Teacher
Beth Case	6 th Grade Teacher
LeeAnn Griffin	6 th Grade Teacher

Carinna Stewart	Elementary Art Teacher
Regina Shedd	Elementary Art Assistant
David Gilbert	Elementary P.E./Coach
Jennifer Wiggins	Resource

Secondary Faculty

Kelly Allen	Business Teacher
Johnny Ball	History Teacher/Coach
Deanna Culbertson	English Teacher/Dual Enrollment English Teacher
Dawn Freeman	Math Teacher
Mack Gardner	Health/P.E. Teacher/Coach
Leslie Hood	Science Teacher
Dorothy LeBlanc	Math Teacher
Tripp McCarty	Government, Economics Teacher/Athletic Director/Coach
Chris McGraw	Science Teacher/Coach
Kelli Miller	Spanish Teacher
Kyle Ray	Bible Teacher/Coach
Keiza Reid	Psychology/Sociology, Computer Teacher
Karen Rogers	Reading, Journalism Teacher/Yearbook Sponsor
Denise Sbravati	History, MS Studies, Geography Teacher
Myra Thurman	English Teacher
Phyllis Wallace	Math Teacher
Dianne Watson	Science Teacher

Elementary and Secondary Faculty

Sherylyn Evans Elementary Computer/Secondary Business Teacher

Lawana Latham Elementary, Junior High, High School Music Teacher

After School Care

Denise Nettles

Teresa Smith

Brookhaven Academy Educational Foundation, Inc.

Mission Statement

Our mission at Brookhaven Academy Educational Foundation, Inc. is to provide a Christian-based, college preparatory curriculum in which each student is challenged to achieve excellence and mature spiritually, intellectually, emotionally, socially, and physically.

Our Beliefs

1. Student learning is enhanced by exposure to consistent, strong Christian principles and morals.
2. Teachers, administrators, parents, students, and trustees share the responsibility of advancing the school mission and maintaining a positive learning environment.
3. Each student, as a valued individual with unique spiritual, social, intellectual, emotional, and physical needs, can learn and should be challenged to reach his/her greatest potential.
4. Challenging expectations, coupled with appropriate opportunities for success and positive reinforcement, increase individual student performance.
5. Higher level learning skills and individual student responsibility are acquired when problem-solving and decision-making activities are used in the classroom.
6. Student learning is maximized in a safe and physically comfortable environment where self-discipline and self-control are instilled in the student.
7. A student's self-esteem is enhanced by positive Christian relationships and mutual respect among students and school staff.
8. A school's commitment to continuous improvement of curriculum and instructional practices enables students to achieve lifelong learning.

Brookhaven Academy Educational Foundation, Inc.

School History and Executive Update

School History

Brookhaven Academy began when a group of citizens recognized the need for an alternative education, in the Brookhaven and surrounding area, for any child interested in a college preparatory education within a Christian environment. The school's location in Brookhaven, along I-55 and near Highway 84, makes it accessible to families in the Lincoln County area as well as surrounding counties, Copiah, Franklin, Jefferson, Lawrence, and Pike.

Brookhaven Academy was organized in the latter part of 1969 using a dormant non-profit corporation, Southern Schools, Inc., which was chartered in 1965. The school's colors are royal blue and white, and "Cougars" is the school's mascot.

Classes for grades 7-12 began in January 1970, and grades 1-6 were added at the beginning of the fall session in August 1970. In the beginning, junior high and high school classes were held in Johnson Hall at Whitworth College. Elementary classes were held in the old Moody home on West Cherokee Street.

In February 1971, a stock company was chartered in the name of Brookhaven Academy, Inc. for the primary focus of raising funds to construct school facilities through the sale of capital stock. A 30 acre school site was purchased that same month. Sufficient stock had been sold by 1971 to contract the construction of the first academic building.

In August 1971, Brookhaven Academy, Inc. purchased the assets of Southern Schools, Inc. and assumed the entire operation of the school. During 1971, patrons of the academy provided all utilities and a paved road to the school site. Parking lots, a football field, and bleachers were constructed.

The new school building was completed in February 1972 after numerous delays caused by bad weather. All twelve grades moved into the new building in early March of 1972.

Due to growth in enrollment, a portable classroom building was purchased in November 1972. This building was replaced in 1975, and another one was added in 1977. As permanent buildings were added, these portable classrooms were removed.

Construction of a gymnasium began in September 1972 and was completed in November 1973. Four rooms were added to the gym in 1982. A second permanent classroom building was

constructed in the latter half of 1975, and additions there were built in 1982, 1988, 1995, 2005, and 2006.

In 1998, Brookhaven Academy, Inc. initiated the process of converting from a stock corporation to a 501(c)3 organization, and tax-exempt status was granted in 2001. As part of the process of becoming a 501(c)3 organization, Brookhaven Academy Educational Foundation (BAEF) was formed. Brookhaven Academy, Inc. retains ownership of the plant and property that make up the campus facilities. Brookhaven Academy Educational Foundation, Inc. leases the facilities from Brookhaven Academy, Inc. and owns the non-fixed assets in the buildings. Brookhaven Academy Educational Foundation, Inc. holds the majority of the memberships of Brookhaven Academy, Inc.; therefore, Brookhaven Academy Educational Foundation, Inc. has the controlling interest in Brookhaven Academy, Inc.

Other facilities which were added over the years are as follows:

- Field house, concession stand and press box in 1983
- Cafeteria and band hall in 1983
- Baseball field in 1984-1985
- Kindergarten building in 1992
- Weight room and football field house in 2005
- Entrance to the football field in 2006
- Baseball field fence in 2005, seating in 2006, and field house in 2007
- Air conditioning in the gymnasium in 2008
- Gymnasium lobby and concession area expanded and “Cougars R Us” (the “cougar” store) were completed in 2008
- Physical Education classroom added to the gym in 2009
- New lighting for the baseball field in 2010
- Cafeteria renovation in 2010
- Directional signs placed on campus in 2010
- New intercom and bell system installed in 2010

- Wooden doors at front entrance of jr. high/high school were replaced with glass doors and windows were installed in each of the jr. high/high school classroom doors in 2010
- Construction began on a softball field in 2010 and was completed in 2012
- Jr. High restrooms renovated in 2011
- Expansion of the Guidance Counselor's Office and addition of Counselor's Secretary in 2012
- Improvements were made to the elementary playground in 2012 and 2013, and this is on-going
- Construction began on a multi-use facility in 2013
- Renovation of the kitchen and expansion of the cafeteria began in 2013
- New fence project began in 2013
- New office for Finance and Development was added in 2013
- Road improvements and other fences were added throughout the years.

School Initiatives

Brookhaven Academy's need for improvement in the area of the fine arts and the inability of the current school facilities to house the projected student body for the coming years led the Brookhaven Academy administration and Board of Trustees to study several options for meeting these needs. Over a period of time, plans were developed for a new multi-use facility and an addition to the K3-K4 building.

The administration and Board of Trustees then began the process of determining how funds would be made available to construct the needed additions. Brookhaven Academy Educational Foundation petitioned Brookhaven Academy, Inc., asking them to fund the construction of the multi-use facility. Brookhaven Academy, Inc. agreed to this request and the school proceeded with plans for the building. Construction began during the summer of 2013 and continues today. The facility will not be completely ready for use until the beginning of the 2014-2015 school year.

Upon the recommendation of a respected MAIS head of school, Brookhaven Academy's board began to consider a capital campaign as a way to reduce the financial liability of the purchase of needed furniture and equipment for the new building. The J.F. Smith Group of Auburn,

Alabama, was chosen to conduct a feasibility study of the Brookhaven Academy school community to determine the perception a capital campaign would receive. The J. F. Smith Group found that the school community would indeed support a capital campaign. The Board of Trustees engaged the J.F. Smith Group to provide services in support of the capital campaign for Brookhaven Academy. Brookhaven Academy is currently in this process.

Since the last SACS team visit, Brookhaven Academy has added an ACT Prep Initiative, as well as, additional dual enrollment classes to the curriculum. Dual enrollment courses now being offered in conjunction with Copiah-Lincoln Community College are General Biology, College Algebra, Calculus, English Composition I and II, and Public Speaking. These dual enrollment classes currently being offered allow Brookhaven Academy students to earn up to 20 hours of college credit during their high school years. The ACT Prep Initiative encourages teachers to incorporate time within their lesson plans to expose students to testing formats that are used on the ACT. Brookhaven Academy also participates in the community's Mississippi Scholars Program. Through this program, students are encouraged to take a more rigorous college-preparatory curriculum. Students who qualify as Mississippi Scholars are recognized at a banquet with medals and scholarships being awarded. These additions to our curriculum have provided our students a distinct advantage in preparation for college.

Process

Brookhaven Academy began the process of dual accreditation for the Southern Association of Colleges and Schools (SACS) and the Southern Association of Independent Schools (SAIS) during the spring of 2012 when the school applied for membership in the Southern Association of Independent Schools. Brookhaven Academy has been accredited by the Southern Association of Colleges and Schools since 1991.

Information necessary to formulate a school improvement plan was compiled from a variety of sources. The School Profile provided baseline information from statistics and test scores to determine the progress made during the last five year implementation period. The Profile also provided information about the students' current level of achievement and helped identify the areas that should be targeted for improvement during the next five year phase. Information about the goals and priorities of stakeholders including parents, students, and faculty were also determined in survey analysis.

In preparation for dual accreditation with both SAIS and SACS, members of Brookhaven Academy's Administrative Council attended an SAIS accreditation seminar in Memphis, TN, and some administrators participated in an SAIS sponsored webinar on accreditation. The SAIS website was consulted frequently during the planning process.

The following pages contain descriptions of the components of Brookhaven Academy's Self Study. The School Profile details where Brookhaven Academy is now, and our Mission Statement and Goals indicate what Brookhaven Academy wants to accomplish. The process by which we developed our self study and the manner in which it was conducted will also be discussed. The action plans indicate how we plan to reach our goal, and how we will know when it is achieved.

A school survey of Brookhaven Academy was distributed to faculty, staff, parents, students, and the Board of Trustees. Members of the Brookhaven Academy Administrative Council, Board of Trustees, select faculty/staff members, and other key stakeholders were also asked to complete a S.W.O.T. Analysis. The results of this required survey and discussion of Brookhaven Academy's strengths, weaknesses, and the external opportunities and threats were filtered through the school's goals and Mission Statement. The survey results and results of the S.W.O.T. Analysis were also discussed in a board meeting and presented to the Brookhaven Academy faculty and staff.

Brookhaven Academy recently partnered with the consultant firm, J.F. Smith group, from Auburn, AL, in preparation for beginning a capital campaign. Members of the J.F. Smith Group conducted a feasibility study during the summer of 2013. During this study approximately 100 people were interviewed, including Brookhaven Academy parents, alumni, faculty, grandparents, and other patrons. Brookhaven Academy recently received the results of the study, and these results have been analyzed in addition to the results of the surveys and S.W.O.T. analysis to identify the school's strengths and areas of opportunity. The Steering Committee identified other priority areas that would be sent to sub-committees for further analysis.

The sub-committees analyzed the identified priority areas that need to be addressed and the strengths on which the school could capitalize. The outside forces (opportunities and threats) that may impact Brookhaven Academy's goals should be identified either as an opportunity for growth or improvement or a threat to the school's ability to fulfill its mission. Information from the committee meetings was sent back to the Steering Committee to determine which areas should be addressed in the action plan.

Our Progress

The following pages detail the progress that has been made toward completion of the goals established during Brookhaven Academy's 2007 School Improvement Plan, as well as, the responses to the recommendations made by the previous visiting committee.

Brookhaven Academy
Response to the 2007 Plan & QAR Recommendations

Recommendations

- 1. Install an adequate communication system within the physical plant to improve communication within and between the administration, faculty, and students.** The original intercom system has become outdated. As the school has grown, teachers and administrators have become more aware of the need for teachers to be able to communicate directly with the office staff and administration. A new system will also act as an additional safety measure for the school campus.

B.A.'s response:

- Purchased a new intercom and bell system with two-way communication between administration and teachers
- E-mail accounts for all faculty/staff members
- Upgrade from STI/STI-Information NOW to RenWeb. In addition to allowing parents and students to view grades and lesson plans on-line, RenWeb allows parents to view account information and make on-line payments.
- School Messenger—contacts parents via telephone, email, and text message with important school announcements, attendance updates, and account balances

- 2. Expand the Fine Arts program to possibly include art, choral music, and the performing arts.** Music Appreciation is the only Fine Arts class available to Brookhaven Academy students. Students indicated a desire to have a varied offering of Fine Arts classes such as the performing arts and visual arts. By including additional Fine Arts class offerings, Brookhaven Academy will provide students a variety of ways to meet the fine arts credit that is necessary for inclusion in the Mississippi Scholars Program and will be necessary to meet graduation requirements set by IHL for the class of 2012.

B.A.'s response:

- Elementary students attend art class on a weekly basis.
- Art and Music are now a part of the junior high/high school curriculum.
- Construction of a multi-use facility began in May 2013. This building will house a stage, lighting, and a sound system to help meet the school's need for expanding the fine arts program.

- As funding allows, drama will be added to the school's curriculum choices.

Opportunities

1. Assess and analyze student test scores to determine specific areas to target for improvement through curriculum materials and classroom instruction.

B.A.'s response:

- SAT scores for students in K5 – 8th grades are analyzed and tracked from year to year.
- B.A. continuously works to ensure that the school's curriculum objectives are aligned with standardized test objectives.
- Greater emphasis has been given to the Accelerated Reader program for elementary students to increase fluency and reading comprehension.
- High school teachers have given students "Bell ringers" (ACT type questions) on a daily basis for practice.
- ACT prep software has been purchased for school computers and students work on this during the school day as well as having access to it from home.
- Beginning in the fall of 2009, and continuing yearly thereafter, 7th-12th grade students participate in an "ACT Focus Week" which includes test taking strategies, on-line practice, and individual ACT prep workshops for students.
- All seniors are required to take the ACT before graduation.
- Secondary teachers provide subject area tutoring geared toward ACT proficiency.
- Free ACT workshops were provided by Educational Services Foundation (ESF) for sophomores, juniors and seniors.

2. Develop a long range strategic plan for improvements and additions to the physical plant. A plan should also be developed to address the acquisition and allocation of resources as they pertain to the school's physical plant needs. Communicate these needs to the school stakeholders in a timely fashion, to encourage their support of, and participation in, physical plant improvements.

B.A.'s response:

- Brookhaven Academy has updated its strategic plan, as many of the goals in the current plan have recently been met.
- B.A. hired a Director of Finance and Development to over-see fundraising for specific projects and physical plant improvements.

- An Alumni Relations and Development Committee, consisting of administrators, board members, and patrons, is in place for planned meetings.

3. Address the desire of students for the creation of additional special interest or community service clubs that would provide students and faculty with more opportunities for leadership roles in the school community.

B.A.'s response:

- A bell schedule was created to allow for planned meetings through activity periods.
- Teachers provided input on additional clubs and activities for students.
- The B.A. counselor has consulted with students to acquire input for implementing new clubs. New clubs that were organized are the Positive Choices Club, Science Club, Junior Honor Society, Science Honor Society, First Priority, and Teenage Republicans.
- A group of various students meets with the B.A. counselor yearly to plan activities for Red Ribbon Week.
- Students take advantage of various statewide leadership conferences.

4. Establish a strategic plan that addresses the technological needs of students and faculty. This plan should provide for continuous reassessment of the network infrastructure, hardware, software, and curricular needs of the faculty and students. This plan should also include teacher in-services and professional development opportunities to ensure teachers are comfortable with the technology available to them.

B.A.'s response:

- The school has a strategic plan in place for technological needs, and the following improvements have been made:
 - Each classroom (grades K3 – 12) has at least one computer for use by teachers and students.
 - All computers are networked, and the entire network infrastructure has been evaluated and upgraded.
 - New computers and computer desks were placed in the junior high/high school computer lab.

- New computer desks were placed in the library/media center, and the older computers from the lab were placed in the library/media center for students needing to do research.
- New computers and computer desks have been added to the elementary computer lab, allowing each student his/her own computer during computer class time.
- New projectors and screens were purchased and installed in the elementary and junior high/high school computer labs.
- A color printer was purchased and networked for the elementary and high school labs.
- An elementary computer curriculum has been purchased and implemented for students in K5 – 6th grades.
- The junior high/high school computer curriculum has been updated.
- Interactive whiteboards were purchased and placed in all academic classrooms for use in grades K5 – 12.
- The school purchased new copy machines which have been networked to each computer so that documents may be sent directly to the copy machine from the computer.
- Teachers received in-service training on the new software package that was purchased with the new computers, and they also received training on setting up school e-mail addresses and class web-pages.
- Beginning with the 2013-2014 school year, all students enrolled in senior level classes must have an iPad for use in the classroom and at home. The plan is for this iPad initiative to be phased in to the lower grades in the coming years.
- WiFi access points have been added in various locations throughout campus.
- Cable bandwidth has been increased.

5. Upgrade the science lab facilities and pursue the possibility of elementary classes utilizing the lab during times that the secondary sciences are not.

B.A.'s response:

- The science lab facilities have been, and are continuing to be, upgraded.
- Elementary classes are given the opportunity to utilize the science lab during times that the secondary is not using it.
- As funds become available, Brookhaven Academy would like to hire a part-time elementary science teacher specifically for hands-on instruction in the science lab.

- 6. Follow the prepared plan to make grades available to parents on-line. This will allow parents to closely follow students' grades and to help improve student performance.**

B.A.'s response:

- B.A. upgraded from STI to STI Information NOW, and most recently to RenWeb, which gives parents on-line access to their child's grades, attendance, discipline report, and assignments. Parents may also view account information and make on-line payments.

- 7. Investigate developing a financial support system to provide financial aid to families that are determined to have a financial need.**

B.A.'s response:

- Brookhaven Academy has a portion of money set aside for financial aid to students who qualify.

- 8. Communicate to the school's stakeholders, especially those in the Brookhaven community, the uniqueness of Brookhaven Academy and the school's emphasis on providing a Christian atmosphere and high quality academics.**

B.A.'s response:

- Different groups of community leaders (bankers, real estate agents, chamber of commerce officials, etc.) were invited to B.A. for a "Sip & See" brunch several times during the spring of 2010. Refreshments were served, a power point was presented, and guests toured the campus.
- B.A. brochures have been updated, reprinted, and distributed to area businesses, realtors, and the chamber of commerce.
- Information about the school and students is continuously sent to the local newspaper.
- A capital campaign is currently being organized by the Headmaster, Director of Finance and Development, and board members through the J.F. Smith Group, a consultant firm from Auburn, AL.
- The school has invited stakeholders on campus for two "Peek at B.A." events during the 2010 fall semester.

- Brookhaven Academy advertises on a billboard on I-55 South.
- Brookhaven Academy has a school webpage, Facebook account, and twitter account.
- Relationships with local community service organizations, such as the Exchange Club and Lions Club, have been developed.
- Community service requirements encourage students to volunteer with local civic organizations and non-profit groups.
- Brookhaven Academy football games are broadcast by a local radio station. At halftime of each game, different members of the school's faculty and staff are interviewed about various aspects of the school.
- Brookhaven Academy administrators, faculty members, and students are frequently guests on a weekly radio talk show.
- Brookhaven Academy students are Advisory Board members for Lincoln County MS Scholars.

9. Investigate the formation of a grandparents' organization to provide better communication with grandparents of Brookhaven Academy students and help garner their support for the school.

B.A.'s response:

- Brookhaven Academy has not yet formed a grandparents' organization; however, grandparent contact information is now entered in RenWeb. This will assist the school in the formation of this organization.
- During Brookhaven Academy's book fair each year, grandparents of students are invited to have lunch with their grandchildren and visit the book fair.

10. Commit to completing the action plans that are addressed in the school improvement plan. Periodically evaluate the action steps and the benchmarks that denote improvement to determine the effectiveness of the plans.

B.A.'s response:

- See B.A.'s School Improvement Plan action steps on the following pages:

Brookhaven Academy
School Improvement Plan 2007
Action Steps

- 1. Teachers will use higher order thinking skills in all grades and content areas as demonstrated by appropriate course goals and objectives. (Staff development workshops on teaching higher order thinking skills)**

Teachers have implemented teaching strategies that require students' use of higher order thinking skills, but staff development workshops have not been provided specifically for methods of teaching higher order thinking skills.

- 2. Continue to offer a study skills course and continue to teach reading as a separate course from grammar in the 7th and 8th grades.**

Study Skills is a required course for all 7th grade students.

Reading is taught as a separate course for 7th and 8th graders.

- 3. Purchase student planners as part of textbook/workbook order for students to track assignments and to serve as a parent-teacher communication instrument.**

Since 2009, Brookhaven Academy students in 2nd through 12th grades have used student planners.

- 4. Utilize computers and software to improve critical thinking, reasoning, and communication skills. (Provide staff development training on basic computer usage for classroom instruction, purchase additional computer workstations and software, and pursue funding for elementary computer teacher—at least part-time.)**

Brookhaven Academy has employed an elementary computer teacher for the past five years. Brookhaven Academy purchases 30 new computers each year to update the classroom computers and the computers in the elementary and secondary computer labs on a rotating basis. Most recently, new computers were purchased for classroom teachers. The school purchased new computer workstations for the elementary and secondary computer labs, and computer software is updated as needed. Staff development has been provided for basic computer usage, PowerPoint, and email setup and use. Staff development training has also been provided for RenWeb, our on-line student information system, and for our recently purchased

Smartboards. Staff development was provided in July 2013 with Apple for training faculty in the use of their newly purchased iPads.

High School teachers in each subject area attended a free, state ACT workshop sponsored by Educational Services Foundation (ESF). These teachers received materials that they are to share with other teachers of the same subject area.

For the 2013-2014 school year, an iPad initiative was rolled out for senior level students, with plans to incorporate iPads into the lower grades in phases.

- 5. Develop a school-wide plan for incorporating thinking and reasoning skills into the curriculum for the purpose of enhancing the learning process as well as improving student performance on the subject area tests of the ACT. (Teacher workshops on integrating lesson plans across the curriculum, provide teachers opportunities to visit schools which are successful in this area, provide in-service time for collegial planning among teachers.)**

Teachers are provided opportunities to visit area schools and funding is provided within the school budget for the purpose of observing best practices in classroom instruction and attending educational seminars. Teachers are provided time for collegial planning.

- 6. Students in grades 6-12 will participate in the MPSA (MAIS) Science Fair each year.**

Students in grades 7-12 began participating in the MAIS Science Fair during the 2012-2013 school year.

- 7. Implement hands-on science and math activities with problem solving and “HOTS”. (Staff development workshop on rubrics)**

Hands-on science activities have been implemented in the elementary grades, both within the classrooms and through the use of the secondary science labs.

Staff development on rubrics has not been implemented. Elementary uses the RIDES program for hands-on science.

During the 2012-2013 school year, eighth grade science students participated in the Arizona State Mars Education Program. The hands-on, minds-on education activities are designed to positively impact the nations STEM education pipeline and build essential 21st century skills that effectively aligns to [National Science Education Standards](#) and other curriculum standards to effectively increase the nations interest in STEM careers.

8. Identify what type of rubric for writing is appropriate for each grade. (Staff development workshop on rubrics)

Brookhaven Academy decided against implementing the use of rubrics for writing.

9. Develop specific rubrics to assess writing across the curriculum. (Staff development workshop on rubrics, teacher in-service time for collegial planning)

Brookhaven Academy decided against implementing the use of rubrics for writing.

10. Develop a strategic plan for school plant improvements.

Brookhaven Academy recently developed an updated strategic plan, due to our recent plan's goals being met.

11. Develop a budget plan to implement the strategic school improvement plan.

Brookhaven Academy budgets adequately for implementing the school's improvement plan. For the 2013-2014 budget, a Healthcare/Technology/Capital Improvement assessment was added for each family.

12. Continue to upgrade the physical plant.

Brookhaven Academy budgets for continuous upgrades to the physical plant. The purchase of new air conditioners, roofing, student desks, additional buildings, security cameras, and new campus fencing are a few of the most recent campus upgrades.

13. Continue efforts of the foundation to secure private funding for facility upgrades.

Brookhaven Academy has hired the J. F. Smith Consulting firm for conducting a feasibility study in preparation for beginning a capital campaign for acquiring private funding. The school also employs a Director of Finance and Development for the purpose of securing private funding for special projects.

14. Continue to encourage volunteer participation in maintaining and upgrading physical facilities. (Schedule volunteer "work-days" on campus)

Brookhaven Academy schedules several volunteer work-days on campus throughout the school year and summer months. Work-days have been scheduled for playground maintenance, campus cleanup, baseball and football field maintenance, concession stand maintenance, and dressing room cleanup.

15. Improve the quantity and quality of classroom computers and software.

Brookhaven Academy replaces 30 computers each year. Classroom computers, administration and office staff computers, and computers in the elementary and secondary computer labs are replaced yearly on a rotating basis.

16. Continue to upgrade the AR program and related technology in the elementary classrooms.

Brookhaven Academy recently purchased the on-line version of the Accelerated Reader program so that updates to the program are automatic. The school purchases additional AR library books yearly to add to the library's current collection. Elementary students have access to computers for taking AR tests in their classrooms and in the school library.

17. Continue to upgrade the equipment and software in both the elementary and secondary computer labs.

Brookhaven Academy purchases 30 new computers each year to update the administration and office staff computers, classroom computers, and the computers in the elementary and secondary computer labs on a rotating basis. Most recently, new computers were purchased for classroom teachers. The school purchased new computer workstations for the elementary and secondary computer labs, and computer software is updated as needed. During the summer of 2013, the school's WiFi was upgraded and bandwidth was increased to accommodate the students' use of iPads for the 2013-2014 school year.

18. Require teachers to incorporate technology into instruction as evidenced in syllabus or lesson plans.

Technology is incorporated into instruction. Students use computer skills to complete many assignments, and they are allowed to work on classroom Smartboards during school. Students in 5th grade complete a book report in PowerPoint each year. For the 2013-2014 school year, seniors, and juniors enrolled in senior level classes, will be required to have iPads for use in the classroom. Brookhaven Academy plans to incorporate iPads into the curriculum for all grades in phases.

19. Continue to utilize test data in making decisions involving curriculum.

Brookhaven Academy students take the Otis Lennon School Ability Test, Stanford Achievement Test, EXPLORE, PLAN, PSAT, ASVAB, and ACT standardized tests. This test

data is analyzed and compared to the school's curriculum and the Common Core curriculum.

20. Continue using IHL, MPSA (MAIS), SACS, etc., data relating to curriculum development and other educational decisions. (IHL, MPSA (MAIS), SACS data, attend meetings sponsored by IHL, MPSA (MAIS), SACS, In-service time for teachers for collegial planning)

Brookhaven Academy's counselor, principals, and Head of School attend meetings and stay informed on current IHL, MAIS, SACS, and SAIS data for guidance in making curriculum decisions.

21. Continue to develop the school's strategic plan based on data from enrollment, population trends, and other appropriate data (Appropriate data, schedule meetings with appropriate stakeholder and patron groups)

Brookhaven Academy keeps records of enrollment and current data and trends to assist in developing the school's strategic plan. Stakeholders are often interviewed or surveyed to assist in defining areas of strength, weakness, opportunity, and threat. Data from these stakeholders, along with test data and student information, is analyzed and prioritized for the school's strategic plan.

22. Form committee of parents, grandparents, guardians, students, etc., to review the curriculum and provide input and suggestions for academic and extra-curricular improvements.

Brookhaven Academy has a curriculum committee which consists of administrators and faculty members. Members of the Board of Trustees are often asked for input on curriculum or academic improvements. Through conversations, surveys, and interviews, parents, students, and other stakeholders are able to provide input as well.

23. Install security cameras at identified locations.

Brookhaven Academy is in the process of purchasing security cameras to be installed in buildings and in various locations throughout campus. These cameras will be installed during the 2013-2014 school year.

24. Purchase new intercom system.

Brookhaven Academy purchased a new computerized bell and two-way intercom system which allows teachers to contact the office via a "call" button.

25. Upgrade the lock system for external areas of campus (entrance, exit, gates, etc.)

Brookhaven Academy is in the process of the purchase and construction of an iron fence with brick columns and automatic locking gates. This project will be completed during the summer of 2013.

26. Improve lighting on campus.

During the process of the installation of security cameras and the construction of an iron fence with automatic locking gates, the schools lighting around campus will be improved.

27. Provide on-going training for faculty, staff, and students in campus safety. (In-service training)

Brookhaven Academy has revised its Crisis Management Plan. The school's administration has met numerous times with Steve Rushing, Sheriff of Lincoln County. Jim Brinson, a representative from the MS Department of Homeland Security, recently conducted a "walk-through" of the campus, in which he pointed out areas of concern and ways to improve safety on our campus. Mr. Brinson and Sheriff Rushing recently led the Brookhaven Academy faculty and staff in a staff development meeting on school safety. The school's administrators have attended numerous safety seminars and conducted on-line research in the area of school safety.

**Brookhaven Academy's Response to
Verbal Suggestions from the 2007 SACS QAR Team**

Attractive signs in front of buildings to let visitors to campus know what is located in each building (Business Office, Headmaster, Director of Development, Library/Media Center, etc.) They were told to come to the library, but when they came on campus they had no idea which building the library was in.

Brookhaven Academy now has attractive signs in front of the elementary and secondary buildings, as well as various other points on campus. These signs list what offices and other important places are located in each building.

Replace front doors of junior high/high school building with glass doors to let people know this is an entrance and to make it more welcoming to visitors.

The front doors to the Brookhaven Academy junior high/high school building have been replaced with glass doors.

Replace chain-link fence in front of school with black wrought-iron fence to make campus more attractive when seen from the interstate.

Construction on an iron and brick column fence project across the front of the BA campus began in July 2013 and will be completed during the 2013-2014 school year.

School and Community Profile

Demographic Data about the community

Brookhaven Academy is located in Brookhaven, MS, which is in Lincoln County. The following data was retrieved from the United States Census Bureau.

Census Data for Lincoln County

Total Population	34,869
Percent Unemployed	7.9
Median Household Income	\$38,438
Median Home Value	\$80,600
Racial Composition	68% Caucasian 30.6% African-American 1.4% Other
Total Households	13,220
Average Family Size	2.58

County Economics	Timber/Lumber Manufacturing (Wal-Mart Distribution) Retail Business Automotive Dealerships
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School Systems in Lincoln County

There are two public school districts in Lincoln County: Brookhaven School District and Lincoln County School District. The Lincoln County School District has 4 separate school systems within the district: Bogue Chitto, Enterprise, Loyd Star, and West Lincoln. In addition to Brookhaven Academy, Lincoln County has two other independent schools within 25 miles. Parklane Academy is located in McComb, MS which is 20 miles south of Brookhaven, and Copiah Academy is located in Gallman, MS, which is 25 miles north of Brookhaven. Like Brookhaven Academy, both schools are located just off of Interstate 55.

School Data

Brookhaven Academy Educational Foundation is incorporated as a 501(c)(3) non-profit organization and is governed by a Board of Trustees made up of parents who are elected by patrons holding membership in the school. Brookhaven Academy has been accredited by the Mississippi Association of Independent Schools (MAIS) since 1971, and the Southern Association of Colleges and Schools (SACS) since 1990.-1991. The school also became a member of the Southern Association of Independent Schools (SAIS) in 2011.

The Brookhaven Academy staff includes 43 faculty members. The administrative staff includes a Headmaster, Elementary Principal, Secondary Principal, and Athletic Director. The staff also includes a guidance counselor, librarian, 3 assistant teachers, 4 secretaries, a Director of Finance and Development, a Business Office Coordinator, 7 cafeteria workers, 3 janitorial workers, and 1 maintenance employee. All teachers are certified by the Mississippi Association of Independent Schools. Thirty three percent of the faculty holds advanced degrees.

Brookhaven Academy accepts students in grades K3 through 12. Brookhaven Academy’s enrollment has grown from 115 students initially to a high of 590 in the 1996-1997 school year. The enrollment for the 2013-2014 school year is 504 with a per pupil expenditure of \$4,827.89. These 504 students represent 338 families. Of the 338 families at Brookhaven Academy, 284 families live in Lincoln County, 15 live in Copiah County, 15 live in Lawrence County, 14 live in Franklin County, 8 live in Pike County, and 2 live in Jefferson County. Of the student population,

96.8% are Caucasian, .2% are African-American, and 3% are members of other races. The majority of the student body is protestant, but other religious preferences are also found among our students. The average class size is 14.

Many students have graduated to become teachers, doctors, lawyers, nurses, ministers, successful owners of private businesses, and some have served in the armed forces. Brookhaven Academy has 3 alumni who attended and graduated from military academies. Approximately 99 percent of Brookhaven Academy graduates attend college. Many students have received financial assistance through academic, athletic, and other scholarships

504 students

15:1 student-to-teacher ratio (average)--Elementary

13:1 student-to-teacher ratio (average)—Secondary

Number of school days: 175

Length of school day:

8:00 a.m. – 3:00 p.m. (K3 – 6)

8:00 a.m. – 3:15 p.m. (7 – 12)

Campus

Today, the school complex consists of two kindergarten buildings. One building consists of two rooms each for K-3 and K-4. Two K-5 classes are in a building which is attached to the school's cafeteria and gymnasium. Each kindergarten classroom contains a restroom, sink, and water fountain. Due to an increase in pre-school enrollment, a modular building was added to the campus in the fall of 2012. This building contains two classrooms with a restroom in each.

The elementary building consists of two classrooms each for grades 1-6, a teachers' lounge/workroom, a supply closet, and a secure room for storage. Four classrooms in the elementary building (for grades 1 and 2) have restrooms and sinks. Separate restrooms for boys and girls are located in the central hallway for students in grades 3-6. The office of the Elementary Principal is located in the elementary building. The campus also has a playground, a courtyard, and an outdoor basketball court.

The junior high/high school building houses our elementary computer lab, science lab, media center, junior high/high school computer lab, 12 classrooms, a teachers' lounge, workroom, four student restrooms, and two faculty/staff restrooms. The offices of the Headmaster,

Secondary Principal, Director of Finance and Development, and Counselor are located in the junior high/high school building.

Elementary

Elementary classes are self-contained from K3 through 3rd grade. Students in 4th through 6th grades rotate among their teachers. The A Beka curriculum is used exclusively in the elementary grades. Subjects included in the elementary curriculum are Reading, Language, Spelling, Arithmetic, Penmanship, Science, Social Studies, and Bible. Elementary students participate in a variety of enrichment activities including, Art, Computer, Library, Music, and PE.

Secondary

Brookhaven Academy Graduation Requirements

Carnegie Units	Core and Elective Class Offerings
Pre-high school credits	Pre-Algebra, Algebra I, and Computer Applications
English (4 credits)	English I, English II, English III, English IV, and College English
Social Studies (4 credits)	MS Studies, Geography, World History, U.S. History, U.S. Government, and Economics
Mathematics (4 credits)	Algebra I, Algebra II, Geometry, Trigonometry, Pre-Calculus, Calculus, College Algebra, and College Calculus
Science (4 credits)	Biology I, Biology II, Chemistry, Anatomy & Physiology, Physics, Astronomy/Geology, and General College Biology I & II
Fine Arts (1 credit)	Music and Art

Required Electives	Computer Applications, Spanish I, Spanish II, and Bible
Additional Electives	Accounting, Advanced Algebra/Statistics, Business Law, Psychology, Sociology, Creative Writing/Speech, Journalism, Health, Physical Education, Financial Fitness, Computer I, and Career Education

Dual Enrollment

Brookhaven Academy and Copenh-Lincoln Community College partnered to provide a dual enrollment/dual credit program for Brookhaven Academy students beginning with the 2008-2009 school year. This program provides students an opportunity to earn both high school and college credit.

- To qualify for Biology I and II, a student must have a composite score on the ACT of 16 (or higher).
- To qualify for College Algebra, a student must have a composite score on the ACT of 16 (or higher) with an 18 in Math.
- To qualify for Calculus, a student must have completed College Algebra or have a composite score on the ACT of 26 (or higher).
- To qualify for English Composition I and II, a student must have an 18 (or higher) on the English portion of the ACT and a composite score of 16 (or higher).
- To qualify for Public Speaking, a student must have taken English Comp. I.

Of the students who have participated in Dual Enrollment classes, all participants have passed the class and received both high school and college credit.

Dual Enrollment	Class of 2013-2014	Class of 2012-2013	Class of 2011-2012	Class of 2010-2011	Class of 2009-2010	Class of 2008-2009
College Algebra	18	10	22	13	N/A	8
English Comp I	18	15	23	20	15	23
English Comp II	18	14	18	15	15	21
Public Speaking		8	15	14	N/A	N/A
Calculus	4	N/A	N/A	N/A	N/A	N/A
Biology	22	N/A	N/A	N/A	N/A	N/A

Co-Curricular Activities

Brookhaven Academy provides a wide range of activities for junior high and high school student involvement. For athletic competition, Brookhaven Academy competes in the Mississippi Association of Independent Schools “AA” classification. Championship athletic teams include baseball, basketball, football, tennis, and golf.

Co-Curricular Secondary Activities

Organization	Grade	Membership Requirements
	Academic	
Junior High Honor Society	8-9	90 Cumulative Average
National Honor Society	10-12	90 Cumulative Average
Science Honor Society	10-12	90 Cumulative Average
Junior MS Scholars	7-8	90 average (each subject) No Out of School Suspension 95% attendance

MS Scholars	10-12	2.5 GPA 95% Attendance MS Scholars Curriculum 40 Community Service Hours
Science Club	7-12	85 average (or higher) in most recent science class
Quiz Bowl		
	Student Government	
Junior High Student Council	7-9	Elected by classmates
High School Student Council	10-12	Elected by classmates
	Publications	
Yearbook Staff	9-12	Enroll in journalism class
	Special Interest and Service Organizations	
Fellowship of Christian Athletes (FCA)	7-12	All Athletes
Service Club	7-12	All Students
Positive Choices Club	7-12	All Students
	Athletics	
Baseball – Junior High	7-8	
Baseball – Junior Varsity	9-12	
Baseball – Varsity	9-12	

Basketball – 7 th Grade Girls	7	
Basketball – Junior High Girls	8-9	
Basketball – Varsity Girls	10-12	
Basketball – 7 th Grade Boys	7	
Basketball – Junior High Boys	8-9	
Basketball – Varsity Boys	10-12	
Football – Junior High	7-9	
Football – Varsity	10-12	
Fast Pitch Softball	7-12	
Golf	7-12	
Soccer – Boys	7-12	
Soccer – Girls	7-12	
Tennis – Boys and Girls	7-12	
Track	7-12	

Faculty/Staff

Brookhaven Academy continues to build on its motto, “Providing a Positive Education in a Christian Environment”, with 65 full-time and part-time faculty/staff members who provide daily instruction and services.

- All K5-12 teachers have earned a Bachelor’s Degree and are certified by the Mississippi Association of Independent Schools.
- All K3-K4 teachers have completed training for certification through the Mississippi Association of Independent Schools.

- Teachers are employed on contracts for nine months with the average teaching experience being 12 years.
- The average administrative experience is 5 years. This includes four administrators with 20 years total administrative experience. Although the average administrative experience is only 5 years, when these administrator’s years of teaching experience are combined with the administrative experience, the average experience increases to 16.25 years.

Board of Trustees

Brookhaven Academy’s Board of Trustees is comprised of twelve members who serve three year terms. Each year, four members roll off and are replaced by four newly elected members. When a board member’s term is up, he/she is not eligible for re-election until the following year. Board members must have a child currently enrolled at Brookhaven Academy at the time of the election in order to be eligible to serve on the board. Members of the Brookhaven Academy Board of Trustees serve on at least one of the following committees: Executive, Alumni Relations and Resource Development, Finance, Facilities and Technology, Activities and Education, Planning and Public Relations, and Directorship.

Students

2013-2014 Student Body

Grades	Boys	Girls	Total
Pre-School	42	52	94
Elementary	97	105	202
Secondary	114	94	208
Totals	253	251	504

Enrollment

The following chart shows Brookhaven Academy's current enrollment and the enrollment history for the previous five years.

Year	Number of Students Enrolled
2013-2014	504
2012-2013	507
2011-2012	471
2010-2011	483
2009-2010	463
2008-2009	480

Parents

Brookhaven Academy has a very active Parent-Teacher League. The Parent-Teacher League (PTL) sponsors fundraisers that help buy computer equipment, teacher supplies, items on the teacher wish lists, staff Christmas bonuses, and many other items that may be beneficial to students and faculty members. In the elementary school, parents sponsor Pee Wee Football, Pee Wee Cheerleaders, and Pee Wee Basketball for 4th, 5th, and 6th grade students.

Technology

Brookhaven Academy has two instructional computer labs, as well as computers available in each classroom and the school's library/media center. The computers are networked to provide students and teachers a variety of ways to store and access data. All K5 through 12th grade classrooms are equipped with Smartboards or interactive white boards. For the 2013-2014 school year, seniors and juniors who are taking senior level courses will be required to have iPads. This iPad initiative will be phased in to all grade levels in future years.

Brookhaven Academy has a school website which is the homepage of each networked computer on the campus. The school calendar, weekly menu, and daily announcements can be found on this page. The school also has Facebook and Twitter accounts.

All networked computers have internet capabilities and use OpenDNS as the internet filter. A wireless network is also available and is filtered as well.

	Elementary Lab	Secondary Lab	Classroom	Library	Mobile
Computers	28	20	48	20	
Projectors	1	1	27		2
Interactive Board			27		

Tuition and Fees

Tuition and fees constitute the primary source of revenue for Brookhaven Academy. Tuition may be paid annually, bi-annually, or monthly. Payments may be made in the finance office or electronically through RenWeb.

TUITION SCHEDULE
2013-2014 School Year (K3 – 12th)

Monthly payments are made June to May of each school year

# of Students in Family		Monthly Tuition	Total Amt. of Tuition
1 Student		\$ 362.00	\$ 4,344.00
2 Students		\$ 626.00	\$ 7,512.00
3 Students		\$ 848.00	\$ 10,176.00
4 Students		\$ 1,069.00	\$ 12,828.00
5 Students		\$ 1,291.00	\$ 15,492.00
Registration Fee	\$ 100.00	Due at Registration	
Healthcare Fee	\$ 200.00		
Technology Fee	\$ 100.00		
Capital Improvement Fee	\$ 150.00		
Total HTC Fees	\$ 450.00	**See Schedule Below	

****1/3 (\$150) of the HTC fee is due at registration.**

****1/3 (\$150) of the HTC fee is due on September 1st.**

****1/3 (\$150) of the HTC fee is due on December 1st.**

*****Registration and HTC fees are per family.**

Brookhaven Academy Serves 338 Families

Type of Contract	Number of Families	Percent of Total
One Child	218	61.58%
Two Children	101	28.53%
Three Children	33	9.33%
Four (+) Children	2	0.56%

Financial Aid

Financial aid was first offered for the 2010-2011 school year. Applications are made to School and Student Services by NAIS (SSS), and this agency determines the amount of the assistance for which an applicant qualifies.

Financial Aid	Number of Students Awarded Aid	Amount of Financial Assistance Available
2013-2014	8 Families/13 Students	\$13,000.00
2012-2013	4 Families/6 Students	\$12,000.00
2011-2012	4 Families/7 Students	\$10,000.00

Drug Testing

All students in grades 9 – 12 are required to participate in the drug/alcohol testing program. The purpose of the screening program is to educate students concerning the dangers of drug/alcohol abuse, to see that any chronic dependency is treated and addressed properly, and to reassure parents, students, and the community that the health and academic progress of each student is the primary goal of Brookhaven Academy.

Student Performance Data

Students take a variety of standardized tests during the school year.

Grade Level	National/Standardized Tests
K5 – 6th Grade	Otis Lennon School Ability Test Stanford Achievement Test
7th Grade	Otis Lennon School Ability Test Stanford Achievement Test
8th Grade	Otis Lennon School Ability Test Stanford Achievement Test
9th Grade	EXPLORE Test
10th Grade	PLAN Test PSAT (Select 10 th Graders)
11th Grade	PSAT ACT ASVAB
12th Grade	ACT or SAT

College Scholarships provided to seniors graduating from Brookhaven Academy by school and community resources include (but are not limited to) the following:

Dave C. Swalm Engineering Scholarship	Jansen Wright Memorial Scholarship
Russ Michael Mangold Love Life & Live It Scholarship	Brad and Sid Beasley Memorial Scholarship
Mark Case Memorial Scholarship	Jeffrey Johnston Memorial Scholarship
David Thames Memorial Scholarship	Alan Smith Memorial Scholarship
John R. Gray Leadership Award	Lincoln County Farm Bureau Scholarship
Kappa Kappa Iota Scholarship	Will Valentine Scholarship
Lincoln County MSU Alumni Scholarship	BA Student Council Scholarship
Eagle Scout Scholarship	Plum Creek Scholarship
Lincoln County Teenage Republican Scholarship	BA National Honor Society Scholarship
Crewe of Ceres Scholarship	Trustmark Scholar Athlete Award
Brookhaven Junior Auxiliary Scholarship	Jake Mills Scholarship Award
Brookhaven Exchange Club Scholarship	MAIS ACT Scholarship
Lincoln County Forestry Association Scholarship	Various Lincoln County MS Scholars Scholarships

Stakeholder Perspectives

Brookhaven Academy students, parents, community representatives, and teachers were surveyed, and the results were compiled for the purpose of school improvement. Members of the Brookhaven Academy Board of Trustees, faculty, and staff completed a S.W.O.T. Analysis and approximately 100 people were interviewed during a feasibility study conducted by the J.F. Smith Group. Results from these instruments were also used in developing Brookhaven Academy’s plan for school improvement.

Results from the S.W.O.T. Analysis, surveys, and feasibility study identified the following common areas as strengths and opportunities for improvement at Brookhaven Academy.

<u>Strengths</u>	<u>Opportunities for Improvement</u>
Belief in School’s Mission	Limited financial resources
Safe, secure, and orderly environment	Community involvement and support (improved perception management)
High quality education	Professional development
Ranks well academically when compared to other schools	Improved resource development (alumni relations and engagement)
Active patron involvement	Technology
High standards and expectations	Security
Long-term tradition of success (established brand/reputation/longevity)	Recognition of achievements for all types of accomplishments
College-prep curriculum	Students see relationship between what they are studying and their everyday lives
Faculty and Administration	Facilities and Grounds
Grammar	Science*

<u>Strengths</u>	<u>Opportunities for Improvement</u>
Reading	Math*
Writing	Fine Arts
English	Students' interpersonal skills and acceptance of responsibility**

*Science and Math had mixed responses. According to the survey and S.W.O.T. Analysis results, which were compiled earlier, Science and Math were identified as areas of weakness. Results from the J.F. Smith Group's Feasibility Study, which was conducted during the summer of 2013, had Science and Math listed as strengths. This can be contributed to the hiring of two very highly qualified science teachers for the 2012-2013 school year and the addition of a highly qualified math instructor for the 2013-2014 school year.

** Results of parent and teacher surveys did not find students' interpersonal skills and acceptance of responsibility to be an area in need of improvement; however, Brookhaven Academy students gave themselves low ratings on the following student survey questions. Therefore, this area was included as an opportunity for improvement in the school's improvement plan.

- Brookhaven Academy students respect themselves and others, and understand and appreciate the diversity and interdependence of all people.
- Brookhaven Academy students take responsibility for personal actions and act ethically (demonstrate honesty, fairness, and integrity).
- Brookhaven Academy students act as responsible citizens in the community, state, and nation.

Strategic/Improvement Plan

Brookhaven Academy will oversee and track the progress in fulfilling the goals and actions of the Strategic/Improvement Plan through internal and external reviews.

The Brookhaven Academy Strategic Planning Committee will direct the internal review. Using input from various sources the SAIS Strategic Planning Committee will monitor the implementation and the results of present goals/actions and ensure the enactment of future goals/actions according to the specified timelines.

The Strategic/Improvement Plan has been developed in a Goals and Actions format in five areas: Academics, Development, Budget and Finance, Building and Grounds, and Technology. Although various groups are charged with quality assurance responsibilities (developing, implementing, evaluating, documenting the implementation progress, and amending), the Board of Trustees/Head of School has the ultimate responsibility of guaranteeing that these actions occur.

Strategic/Improvement Action Plan to Address Academics

Brookhaven Academy will continue to develop and articulate quality curriculum.		
<u>Evaluating Effectiveness:</u> Survey results, school-level performance assessments, standardized testing, evaluation of course offerings		
Action Steps	Responsible Person(s)	Timeline
Increase fine arts offering through regular and/or extra-curricular instruction. <ul style="list-style-type: none"> • As funding allows, secure qualified personnel for drama instruction at all grade levels. • Offer school-wide performing arts opportunities 	Administration	2013-2018
As funding allows, incorporate additional foreign language courses into the current curriculum offerings.	Administration Counselor	2013-2018

Incorporate Robotics into the curriculum	Administration Counselor Faculty	2013-2015
Incorporate Forensic Science into the curriculum	Administration Counselor	2013-2018
Incorporate Forensics (debate) into the curriculum	Administration Counselor	2013-2018
Evaluate college-preparatory curriculum through alumni survey administered to BA graduates during their college sophomore year.	Administration	2013-2015
Reorganize the high school honors program and add honors courses.	Administration Counselor	2013-2015
<p>Brookhaven Academy will continue to monitor and evaluate student performance on standardized tests.</p> <p><u>Evaluating Effectiveness:</u> Standardized test results</p>		
Action Steps	Responsible Person(s)	Timeline
Improve student performance in areas of noted weakness as determined through standardized testing.	Administration Counselor Faculty	On-going
Continue to align the curriculum with state standards and standardized test objectives.	Administration Counselor Faculty	On-going
Continue to communicate results and implications of standardized tests to faculty.	Administration Counselor Faculty	On-going
Continue tracking (and comparing from year to year) standardized test scores for the elementary grades and re-emphasize this practice for the secondary grades.	Administration Counselor	On-going

Brookhaven Academy will continue to provide challenging opportunities for learning through improved teaching/learning strategies.

Evaluating Effectiveness: Survey results, observation of student performance, observation of classroom practices, school-level tests, standardized tests

Action Steps	Responsible Person(s)	Timeline
Enhance and improve use of computers, iPads, and other technology as part of classroom instruction.	Administration Faculty	On-going
Continue to evaluate and incorporate the use of apps and eTexts.	Administration Faculty	On-going
Offer opportunities for students to explore areas of special interest through reading projects and cooperative learning for grades K – 6.	Elementary Principal	On-going
Explain to students the correlation between what they are learning and how it will be used in their everyday lives.	Faculty	On-going
Improve creative and critical thinking, reasoning, and problem-solving skills for grades K – 12.	Administration Faculty	On-going
Create a mobile science lab for elementary students	Administration Faculty	2013-2015
As funding permits, secure personnel exclusively for teaching elementary science through the use of the mobile and secondary science labs.	Administration	2013-2018
Elementary students will continue to utilize the secondary science labs when scheduling permits.	Faculty	On-going
As funding permits, secure personnel for teaching foreign language as an enrichment class for students in K – 6.	Administration	2013-2018

Incorporate the use of virtual classrooms for global education and classes not offered on the BA campus.	Administration	2013-2018
Create and maintain an outdoor classroom on campus for use by all grades	Administration Faculty	2013- On-going
<p>Brookhaven Academy will continue to work to improve students' interpersonal skills and acceptance of responsibilities.</p> <p>Evaluating Effectiveness: Survey results, observation of student behavior, teacher reports</p>		
Brookhaven Academy students will be expected to show respect to all school personnel.	Administration Faculty/Staff	On-going
Brookhaven Academy students will be expected to respect fellow students and recognize the value of diversity.	Administration Faculty/Staff	On-going
Brookhaven Academy students will be expected to accept responsibility.	Administration Faculty/Staff	On-going
Incorporate Dave Ramsey's school curriculum (or a similar curriculum) to help BA students learn how to manage money.	Administration	2013-2015
Offer an ethics course to help students become more responsible and respectful citizens.	Administration	2013-2015
Incorporate a weekly chapel program into the elementary curriculum.	Administration	2013-2015
Implement a Life and Career Planning course for 11 th grade students to assess temperament, values, and aptitudes.	Administration Faculty/Staff Counselor	2013-2018
Continue Brookhaven Academy's drug-screening program	Administration	On-going
Include faculty/staff in the drug screening process	Administration	2013-2015

Strategic/Improvement Action Plan to Address Development

Brookhaven Academy will build and strengthen relationships with our constituents through communication.

Evaluating Effectiveness: Survey results, website hits

Actions Steps	Responsible Person(s)	Timeline
Improve the school's webpage and keep it updated on a more timely basis	Administration Office of Development	2013-2014
Provide a virtual tour of the school on the website	Administration Office of Development	2013-2015
Create an informational CD for marketing and potential students	Administration Office of Development Staff	2013-2015
Continue to use every opportunity to publicize school and student accomplishments and promote BA's story through local papers and the school's website	Staff Office of Development	On-going
Continue contact with potential students after the initial visit through a mailing campaign	Administration Counselor's Office	On-going
Target Lincoln County and surrounding areas for additional marketing and advertising	Office of Development	On-going
Provide communication training for administration and faculty through the school's staff development process	Administration	2013-2018
Develop an on-line newsletter	Office of Development	2013-2015
Blog or email letter from the board or administration to keep parents abreast of school information	Administration Board of Trustees	2013-2015
Continue to enhance the BA's recognition as a leader through active community service (students and staff)	Staff Students	2013-2018

Continue and expand an active Alumni Association	Office of Development	On-going
Create and distribute an alumni newsletter	Office of Development	2013- On-going
Create a Grandparents' organization	Office of Development	2013-2015
<p>Brookhaven Academy will place high priority on improving non-tuition/ registration revenue.</p> <p>Evaluating Effectiveness: Financial reports, physical plant improvements</p>		
Actions Steps	Responsible Person(s)	Timeline
Continue work on the school's capital campaign.	Administration Office of Development	2013-2016
As approved by the Board of Trustees, continue to institute fundraising projects/activities to supplement the cash-giving goal of the capital campaign. (example: Fall Festival)	Administration Office of Development PTL	On-going
Create an informational CD for marketing and potential students	Administration Office of Development Staff	2013-2015
Continue contact with potential students after the initial visit through a mailing campaign	Administration Counselor's Office	On-going
Target Lincoln County and surrounding areas for additional marketing and advertising	Office of Development Administration	On-going
Continue and expand an active Alumni Association	Development Office	On-going
Create and distribute an alumni newsletter	Development Office	2013- On-going
Create a Grandparents Organization	Development Office Administration	2013- On-going

Strategic/Improvement Action Plan to Address Budget and Finance

Brookhaven Academy will extensively review its budget process and continue its commitment to increasing teacher salaries and benefits.

Evaluating Effectiveness: Budget review, review of salary and benefits package

Action Steps	Responsible Person(s)	Timeline
Evaluate and compare the actual cost of educating a student at BA and the tuition charged.	Office of Finance and Development Headmaster	2013- On-going
Through funds raised in the capital campaign, develop an endowment to be used for faculty/staff salary increases and benefits.	Office of Finance and Development Headmaster Board of Trustees	2013-2016
Continue to allocate funds for providing insurance benefits to faculty and staff members.	Headmaster Board of Trustees	2013-2018
Continue to control all fund-raising activities and review potential fund-raising projects.	Headmaster Board of Trustees Office of Finance and Development	2013-2018

Strategic/Improvement Action Plan to Address Buildings and Grounds

Brookhaven Academy's facilities and grounds will be maintained and improved to maximize the learning environment and cost effectiveness.

Evaluating Effectiveness: Survey results, actual physical plant improvements, purchase of indicated equipment

Action Steps	Responsible Person(s)	Timeline
Brookhaven Academy's building and grounds will be inspected no less than once every two months to ensure upkeep and repair.	Director of Maintenance Administration	On-going
Normal annual maintenance will be evaluated and performed each summer. (Power-washing, painting, minor carpentry and electrical repairs, etc.)	Director of Maintenance Administration	On-going
Completion of the new multi-use facility	Headmaster	2014
Complete the installation of security cameras throughout campus	Headmaster	2013-2014
Complete the perimeter fence project, adding automated gates for security	Headmaster	2013-2015
Update the exterior of the building on the front of campus	Headmaster Director of Maintenance	2014-2015
Replace modular classrooms for pre-school with permanent building	Headmaster	As funding permits

Brookhaven Academy will begin its 5+ year strategic plan for maintenance and improvement.

Evaluating Effectiveness: Survey results, actual physical plant improvements, purchase of indicated equipment

Action Steps	Responsible Person(s)	Timeline
Drop ceiling in junior high/high school halls and offices	Headmaster Director of Maintenance	2013-2016
Remove and replace carpeting in secondary offices	Headmaster Director of Maintenance	2013-2014
Continue to upgrade the science labs.	Administration Science Department	On-going
Continue the elementary playground renovation.	Administration Volunteers	2013-2015
Improve lighting on campus.	Administration	2013-2018
With outside funding, enhance the current athletic facilities. <ul style="list-style-type: none"> • Add lighting to the softball complex. • Add air conditioning to the softball concession stand. • Add bleachers to the softball complex. • Add scoreboard to the softball complex. 	Outside funding Headmaster Athletic Director	2013-2018

Strategic/Improvement Action Plan to Address Technology

Brookhaven Academy will continue to upgrade and expand in the area of technology.

Evaluating Effectiveness: Survey results, purchase of indicated equipment, in class observations of integration of technology

Action Steps	Responsible Person(s)	Timeline
Continue to replace 30 computers each year and rotate older computers throughout campus.	Administration Technology Coordinator	On-going
Continue to upgrade the server and infrastructure as needed.	Administration Technology Coordinator	On-going
Continue to incorporate the iPad initiative for school-wide use.	Administration	2013-2015
Enhance and improve use of computers, iPads, and other technology as part of classroom instruction.	Administration Faculty	On-going
Continue to evaluate and incorporate the use of eTexts and Apps.	Administration Staff	On-going