

## **Guiding Principles of The College of West Africa**

As a United Methodist high school in Monrovia, we strive to ensure the success of all students in the 21<sup>st</sup> Century global world based on the principles of United Methodist doctrine and the living tradition of the Christian Church. The College of West Africa should promote a Christ-centered environment which fosters the total formation of each child. The school, in concert with parents, prepares students to develop leadership skills to meet global challenges and to be of service to others.

The College of West Africa's formation is the hallmark of The United Methodist education. As such, the philosophy of CWA is founded on the four principal PILLARS of UMC, as proclaimed by the church's doctrine in the Book of Discipline. Based on these principles, the members of the administration, faculty, staff, clergy, and parents are committed to teach the whole child with love, understanding, and compassion.

The College of West Africa's administration, faculty, and staff are committed to academic excellence and to teaching tolerance and social justice principles to students and the school community. In order to evangelize Christ and educate the students to become the hands and feet of Christ, an attitude of service must permeate every aspect of school life. The United Methodist Church education is Christian value-centered and teaches students by guiding them to share their God-given talents, treasure, and time with their neighbors in a spirit of friendliness, while respecting the diversity within the community and promoting Gospel values.

In keeping with the Handbook of The College of West Africa, its aims are to cultivate the mind, develop the capacity for right judgment and develop in our students a strong sense of relationship with Christ and societal truth. We are committed to promoting a love of learning in order to prepare students as life-long learners and stewards of this world.

In these challenging times, our school calls together parents and all stakeholders to stand firm and work diligently to develop both the strong United Methodist identity of the school and the excellence in academics that will prepare students to meet the challenges of the global world in this present age.

## **ACADEMICS**

### **GOAL 1:**

Provide a premium educational experience that challenges students to achieve their fullest potential;

1. Evaluate classroom assessment techniques to ensure that all disciplines are focusing on the application of critical thinking skills in preparing our students for college.
2. Increase the offerings of our academic program with consideration of dual credit subjects, internet computer learning opportunities, and creating a suitable learning environment; and
3. Ensure the curriculum is coordinated both vertically and horizontally.

Note: There is a need of instructional material (books and other).

### **GOAL 2:**

Implement an exemplary Fine Arts program and continue to investigate ways to improve and expand program offerings to enhance the overall experience of the students.

1. Increase student involvement as creators, performers, critics, and consumers of fine arts through expansion of our quizzing, home art, and music curriculum; and
2. Explore options for providing vocation and enrichment programs.

Note: Effectives programs need to be improve.

### **GOAL 3:**

Recruit, hire, and retain qualified and effective teachers and staff.

1. Assist both new and old teachers with special orientations and ongoing mentoring;
2. Develop a school professional development program based on CWA staff's identified needs;
3. Develop an incentive program to show recognition and appreciation for staff's achievements and efforts; and
4. Develop faculty evaluation documents that specifically reflect the changing expectations of teachers in this present time.

Note: Need additional qualify teachers.

### **GOAL 4:**

Create a rigorous academic culture that engages the full community and encourages all students to embrace life-long learning.

1. Identify ways to inspire students to challenge themselves;
2. Provide alumni and parents the opportunity to become and remain active members of the CWA family; and
3. Provide our students with a broader exposure to global cultures by adding appropriate new field trip with focus on humanities, and work teams.

Note: Active Yearly Home coming day.

## **FACILITIES**

### **GOAL 1:**

Develop a Master Plan for the future development of the campus facilities and grounds.

1. Prioritize the construction of new facilities associated to the Master Plan;
2. Improve and beautify the appearance of The College of West Africa campus to resemble a college campus;
3. Identify and prioritize short- and long-term physical and technology infrastructure needs; and
4. Develop a construction team management system to utilize the talents and experience of the College of West Africa community.

Note: CWA need a place outside the school building to gather and interact.

### **GOAL2:**

Continually strive to improve the safety, functionality, energy efficiency, and security of the campus.

1. Identify and take actions to correct areas of security vulnerability;
2. Increase indoor and outdoor signage;
3. Develop a limited access system with the use to identity verification passes and educate the entire school community on the security protocol; and
4. Integrate sophisticated technology in support of teaching and learning opportunities.

Note: Redo all of the doors

### **GOAL3:**

Develop a “Best Practices Guide” with the overall goal of moving toward an environment of sustainability through good stewardship and planning.

1. Set up a committee that will be charged with the responsibility of seeking grants and cooperative partnerships that will enhance the energy efficiency of the facilities; and
2. Develop a set of policies and procedures that define the following:
  - a. Who may use facilities?
  - b. What the facilities may be used for?
  - c. When the facilities may be used?
  - d. Rules for the facility care and upkeep?
  - e. Expectations of conduct within the facilities?

## **FINANCIAL**

### **GOAL 1:**

Maintain a balanced budget that will provide financial support for the school’s short-and-long-term operations.

1. Control tuition increases while continuing to enhance student outcomes, collaboration, and accountability;
2. Maintain a comprehensive 5- year projected budget;
3. Provide on-going training and support for department leaders so they can most effectively plan for and maintain budgetary stability within their areas of oversight.

### **GOAL 2:**

Create additional revenue streams to help supplement and stabilize tuition costs for students.

1. Progressively build a diverse new student enrollment.
2. Foster a relationship with schools and churches to explore common financial ends.
3. Increase sources of operational auxiliary income through facilities rentals from wedding and celebration activities.

Note: Increase tuition that is affordable

### **GOAL 3:**

Determine an appropriate reserve fund in order to provide for future operating cash needs.

Increase Funded Depreciation account to a percentage of all tuition received.

**GOAL 4:**

Develop an aggressive, needs-based tuition assistance program, responsive to families' needs, with particular attention to United Methodist families.

1. Establish a relationship with families and businesses willing to contribute to student financial assistance; and
2. Re-evaluate, on a regular basis, the student financial assistance program in order to best serve the CWA community.

Note: Create a project and support Account.

**LEADERSHIP**

**GOAL 1:**

Enhance the evaluation and professional development processes for faculty, staff and board members to reflect the ever changing environment of The United Methodist Church education System.

1. Update job descriptions for the President and all staff of the school to clearly and accurately reflect each position's accountabilities.
2. Publish annual goals for each committee established by the Board or president in consultation with each committee chairperson.
3. Develop a training and professional development plan to support the Board in the future.

Note: Restructure department according the school plan and project.

**GOAL 2:**

The Board of Trustees will make its role in resource development (time, talent, treasure) a priority to ensure the future financial viability of the school.

1. The Board's role will continue to be defined as policy/planning/fund development. The Board and President will annually update the five year strategic plan and the financial projection.

2. Strengthen the Board of Trustees structure and at the same time supporting donor cultivation and solicitation.

**GOAL 3:**

Create and strengthen orientation activities for new faculty, staff and Board members to enable them to appreciate and participate in the values and mission of the school.

1. Continue to educate the Board on their role as promoters of the school's mission.
2. Selection of Board members will be balanced with expertise of candidates and with special concern for the orientation of new members by the Bishop and or recommendation from the President of CWA and alumni association.

**GOAL 4:**

The school's administrative structure and composition will ensure accountability for the coordinated implementation of the strategic plan.

1. The strategic plan is to be championed and assessed by the Board, in cooperation with the President, with an annual audit, review, and renewal.
2. Develop a plan to select future Board members in alignment with the priorities identified in the strategic plan.
3. Structure regular meetings of the administrative team to assure oversight of the Strategic plan implementation.

**MARKETING/ADVANCEMENT**

**GOAL 1:**

Establish the College of West Africa brand in the business and educational communities.

1. Continue to improve communication with alumni, parents, friends and benefactors through publications, correspondence, website, events, etc.
2. Actively pursue means by which accomplishments of students, faculty members, alumni and sports teams will be highlighted and promoted in local and national media outlets, as well as church and school communities.
3. Define school-wide communication needs, social media and marketing opportunities that will allow us to regularly share campus news and updates with all constituents.

Note: CWA needs a website and a functional internet system.

**GOAL 2:**

Create and implement a sustainable financial and fundraising model that will support the strategic plan.

1. Work actively and tactically to reach out to new donors, re-engage former donors, and inspire support from those who have never before supported CWA
2. Examine the current function of the Development Program and create a plan that adapts and grows according to the needs and available resources of the school.
3. In conjunction with the anniversary, College of West Africa will embark on a campaign for capital projects and scholarship funds.

**GOAL 3:**

Maintain enrollment of students.

1. Develop recruitment strategies that ensure consistency in 10<sup>th</sup> grade class size.
2. Enlist the help of teachers, coaches, students, alumni, current and past parents, and other friends of the school in order to identify prospective students and shepherd them through the admissions process.
3. Ensure adequate personnel in admissions process to achieve effective recruitment.
4. Annually evaluate the admissions process, policies, tools, and materials to ensure effective recruitment and retention strategies.

**GOAL 4:**

All members of the College of West Africa family will be actively involved in promoting the school's advancement priorities.

1. Educate every member of the school community to recognize and fulfill his/her role in building a positive image for the school.
2. Aggressively cultivate mutually beneficial partnerships with the school's largest constituency, its alumni, and its other important constituencies, through consistent, high quality communication and engagement.

## **LIFE**

### **GOAL 1:**

Encourage and support more student-to-student and student-to-adult interaction.

1. Create opportunities for older students to support younger students through programs that will promote one-on-one mentoring.
2. Provide a place on campus for students to pursue co-curricular, extracurricular, and social activities which enhance student interaction.
3. Establish regular communication between mentors and mentees at all grade levels.

### **GOAL 2:**

Develop a comprehensive and varied activity program that encourages more participation from the student body.

1. Evaluate the current activity program to ensure alignment with the school's mission and usefulness to the student body.
2. Design and implement a system of required units for co-curricular activities that will be independent of the academic credits, while allowing students the flexibility to pursue their own interests. This will be to improve the standard of the elective program to an appreciative level.

### **GOAL 3:**

Build school community through involvement in both internal and external opportunities.

1. Formalize a program for bringing guest speakers at special planned assemblies on campus to inform, challenge, and inspire our students. This will also take into consideration Alumni and interest people.
2. Design and develop appropriate service opportunities and activities for all students, emphasizing the importance of helping others.

### **GOAL 4:**

Provide a wholesome, well-balanced, and safe environment for the students.

1. Foster an environment where structure is embraced and discipline enforced.
2. Encourage faculty, students, parents, and alumni to a commitment of honor and integrity.

3. Educate, prepare, and empower students to deal with or address bullying, peer pressure, and other adolescent issues.

## **TECHNOLOGY**

### **GOAL 1:**

Annually review and update the school's technology plan.

1. Secure additional funding sources beyond tuition to support the school's technology efforts, (Computer Lab).
2. Ensure the school buildings have reliable network infrastructure.
3. Upgrade existing infrastructure and resources to support all working and learning environments, as well as the learning needs of students.

### **GOAL 2:**

Provide teachers with the current technological tools and the training necessary to fully utilize them to allow for classroom instruction to enhance the learning environment.

1. Ensure all faculties are trained to use new academic technology resources.
2. Provide instructional technology hardware for use in curricular integration, record-keeping, and stakeholder communications.
3. Secure educational software to enhance and improve the curriculum.

### **GOAL 3:**

Engage and empower students to become more active participants in the learning experiences that are relevant to their lives and the global marketplace.

1. Investigate establishing a student technology team.
2. Increase student experiences with online notes and study.
3. Implement standards and learning objectives using technology in all content areas.

## **NEXT STEPS**

During the strategic planning process, we reaffirmed CWA's mission and vision, identified and analyzed the internal and external environments, and examined market trends and opportunities. We set our sights on CWA's future through careful analysis and anticipation of the diverse needs of our students, faculty and staff; and we developed the roadmap for sustaining our school while increasing its vitality, strength, and success. As

we embark on the implementation and achievement of the strategic plan goals, we will continuously evaluate the current situation and make necessary adjustments in order to maintain the best course of action.

After thoughtful reflection of CWAs history and traditions which are firmly founded on the beginning of education in Liberia, we are dedicated to sustaining and improving CWA's role in preparing young people for productive lives in service to their faith, their family, and their communities. This will require concerted efforts of those whose lives have been enriched by the CWA experience.

These valued individuals include the faculty and staff of the school, CWA alumni, families, and friends. Thousands of CWA graduates have lived productive lives as Methodist and Liberian Leaders, their success and leadership as morally responsible citizens in our communities are the greatest tribute to the work of our predecessors who have dedicated their lives to God and to the young people entrusted to them. Continuation of that work in a rapidly changing world demands carefully thought out responses to the needs of students and society. This plan addresses those needs and provides guidance for the school's administration, faculty, and staff in their efforts to continue CWA's tradition of educational excellence.

The plan's viability is based largely upon the support of the CWA family--faculty, alumni, parents, students and friends—and their unwavering commitment to give their time, talent, and treasure to the school. In order to achieve the goals and objectives of the strategic plan's core areas, each facet of the plan is being executed within a specified timeframe. Some courses of action are being initiated immediately and others will be implemented over a longer term. Going forward, we will call upon the generosity of the College of West Africa family to share their gifts in order to carry out the many goals set forth to ensure our school's future success and prosperity.