

2025-2030 Strategic Plan

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Vision and Mission Statement

The **Vision and Mission** of Vienna Adventist Academy is ALL students will be Super**STAR**s taking the lead **S**piritually, in their **T**alents, **A**cademics, and **R**esponsibility to themselves and others because **VAA** exists to provide a Christ-centered quality education, promote balanced character development, and prepare students for citizenship in today's world and **God's Kingdom**.



Vienna Adventist Academy School Board Members

Janice Onoffrey	Board Chair
Claudia Bowen	Vice Chair
John Anbiah	Treasurer
Ebony Holland	VAA Principal
Elisabeth Zeller	Vienna SDA Church Representative & Home and School Lead
Flavia Grellmann	Vienna SDA Church Representative
Zulema Peraza	Vienna SDA Church Representative
Fanny Tumetel	Vienna SDA Church Representative
Christopher Pubillones	Vienna SDA Church Representative
Vinnie MacIsaac	Vienna SDA Pastor
Kosly Joseph	Vienna SDA Associate Pastor
Gabriel Madrid	Potomac Conference Associate Superintendent
Lubin Kutup	Vienna SDA Church Representative
Reina Ayala	Vienna SDA Church Representative

Strategic Plan Members

Ebony Holland
Mike Onoffrey
Don Feltman
Laurie Golson
Elisabeth Zeller
John Anbiah
Ruth Freitas
Barbara Correia
Vinnie MacIsaac



Goal #1

Spiritual

Objective:
Vienna Adventist Academy students will develop, strengthen, and actively live out their faith by deepening their relationship with God, demonstrating Christ-like love, and engaging in meaningful service within their school and community.

GOAL #1	SPIRITUAL

Action Steps		Timeline	Evidence of Attainment	Person Responsible	Resources Needed	Progress
Strategy 1: Students will foster spiritual growth in the classroom						
1.1	Establish prayer partners where students pray with and encourage one another in 3rd-8th grade	Ongoing	Observations	Teachers	Bible, Student Participants	Ongoing
1.2	Pastors will lead Bible lessons weekly with students to discuss ways to connect with Jesus	Ongoing	Pastor feedback, Student feedback	Teachers, Pastors	Pastors, Class Schedule	Ongoing
1.3	Guide students in setting personal growth goals and track their progress	Ongoing	Student feedback	Teachers, Pastors	Journals ($7.99/student)	Starts Fall 2025
Strategy 2: Students will engage in spiritual community outreach						
2.1	Organize community service projects (e.g., food drives, shoes, PJs)	Bi-annual	Calendar, Schedule	Administration	School Calendar	Ongoing
2.2	Partner with local churches for student-led worship services or outreach events	Bi-annual	List of Churches	Administration, Churches	Pastors	Ongoing
2.3	Coordinate visits to local nursing homes	Quarterly	Calendar, Schedule, Photos	Administration, Teachers	List of Nursing Homes, Transportation	Starts Fall 2025
Strategy 3: Students will be provided a platform to lead with spiritual emphasis						
3.1	Students will plan and implement a Student Week of Prayer	Annual	Chapel Schedule	Administration, Teachers	Calendar, Students	Ongoing
3.2	Provide opportunities for students to lead worship, share testimonies, and deepen their spiritual connection	Weekly	List of students	Administration, Teachers	School Calendar	Ongoing
3.3	Students will “take over” a church service leading out in local churches (Education Sabbath)	Bi-annual	List of churches	Administration, Churches	Church calendars	Ongoing
3.4	Develop a list of spiritual events for the year	Annual	List of events	Pastors, Teachers, Principal	List of events	Ongoing



Goal #2

Academic Excellence

Objective:
To enhance student achievement by increasing Measures of Academic Progress (MAP) test scores, integrating hands-on science learning through a fully equipped science lab, incorporating horticulture education, implementing data-driven instruction, establishing a National Junior Honor Society (NJHS) to recognize and encourage academic excellence and leadership, and fully integrating the Orton-Gillingham phonics and reading curriculum.

GOAL #2	ACADEMIC EXCELLENCE

	Action Steps	Timeline	Evidence of Attainment	Person Responsible	Resources Needed	Progress
Strategy 1: Improve MAP Test Scores Through Targeted Instruction & Adaptive Learning Platforms						
1.1	Implement data-driven instruction by analyzing MAP test results to identify student strengths and areas for improvement	Ongoing	Increased MAP scores, Progress reports	Teachers, Principal	IXL Learning Subscription ($1,140/yearly); Reading A-Z subscription ($99 per class x6)	Reviewed quarterly based on test score data
1.2	Integrate IXL Learning and Reading A-Z as adaptive learning platforms to provide personalized instruction in reading, math, and science	Ongoing	Lesson plans	Teachers	Computers, IXL and Reading A-Z subscriptions	Ongoing
1.3	Provide individualized and small group interventions for students needing additional support	Ongoing	Lesson plans, Running records, Intervention watch list	Teachers	Data charts	Ongoing
1.4	Conduct MAP testing reviews with teachers to adjust instructional strategies	3x/year; Fall, Winter, Spring	Meeting notes, MAP scores	Teachers	MAP scores	Ongoing
Strategy 2: Incorporate a Science Lab						
2.1	Secure funding for setting up a science lab	Begin 2025-26	Science lab setup	Principal, Business Manager, Donors	$12k-$20k	$500 donation
2.2	Purchase essential lab equipment (microscopes, safety gear, chemistry sets, etc.)	Begin 2025-26	Science lab setup	Principal, Science Teacher, Donors	$5k	Start Fall 2025
2.3	Integrate hands-on experiments into the science curriculum	Began 2024	Lesson plans	Teachers, Volunteers	Science kits for By Design	Ongoing

GOAL #2 cont'd	ACADEMIC EXCELLENCE					
Action Steps		**Timeline**	**Evidence of Attainment**	**Person Responsible**	**Resources Needed**	**Progress**
Strategy 3: Strengthen Science Technology Engineering & Mathematics (STEM) Integration Across All Subjects						
3.1	Introduce cross-curricular STEM activities that blend science, technology, engineering, and math	STEM integration throughout the year; STEM Fair in the spring	Student projects, Teacher lesson plans, Participation in STEM events	STEM Coordinator, Teachers, Principal	STEM kits, Software, Guest speakers, Professional development	Monitored through teacher lesson plans and student participation
3.2	Incorporate coding, robotics, and engineering challenges into math and science lessons	Current	Technology plans, Robotics club, Math class	Technology Teacher, Science Teacher, Robotics Coach	Computers, Lego Robotics Equipment ($1,500 pd)	Ongoing
3.3	Partner with STEM professionals to provide guest lectures and workshops	Current, Quarterly	Lesson plans	Robotics Coach	Guest speakers ($1k)	Started 2025
3.4	Host an annual STEM Fair to showcase student projects	Annual	K-8 will participate in a school-wide project (ex: Farm to Table Gardening)	STEM Coordinator, Teachers, Administration	STEM Materials, VAA Garden	Start 2025
Strategy 4: Professional Development & Teacher Support						
4.1	Provide professional development	Ongoing	Teacher feedback, Improved instructional practices	Principal, Teachers	$3,500	Evaluated through teacher observations and student achievement data
4.2	Establish a mentorship program for teachers to share effective teaching strategies	Begin 2025	Potomac Conference, Teacher Directory	Principal, Teachers	List of schools to visit	Feedback of teachers, Match mentors with mentees
4.3	Provide professional development each month at staff meetings	Monthly	Staff meeting notes	Principal	Professional development materials	Ten-Minute-In-Service by Todd Whitaker or Current book provided by PC

GOAL #2 cont'd	ACADEMIC EXCELLENCE					
Action Steps		**Timeline**	**Evidence of Attainment**	**Person Responsible**	**Resources Needed**	**Progress**
Strategy 5: Enhance Horticulture Integration into Math and Science Programs						
5.1	Utilize the existing, fully operational school garden as a hands-on learning environment for students	Spring 2024 implementation in phases beginning with planting in early spring and harvesting in fall	Growth and maintenance of the garden, Student engagement in hands-on learning, Community involvement reports	Science Teacher, Math Teacher, Garden Coordinator	Garden tools, soil, seeds, irrigation system, educational materials, Guest speakers (volunteers), Supplies purchased	Evaluated based on student participation, Plant growth
5.2	Incorporate math lessons by having students measure plant growth, calculate harvest yields, and analyze irrigation needs	Fall 2025	Lesson plans, Student work	Teachers, Garden Coordinator	Math lessons, Garden	Ongoing, Seasonal
5.3	Implement science experiments such as soil testing, plant life cycles, and the effects of environmental factors on crops	Fall 2025	Lesson plans, Student work	Teachers Garden Coordinator	Science books and lessons	Ongoing, Seasonal
5.4	Partner with local farmers and agricultural experts to teach sustainability and best horticulture practices	Spring 2025	Documented partnerships, Records of guest speakers	Local farmers, Agriculture experts, Administration	Local farmers, Agriculture experts	Ongoing
5.5	Organize student-led initiatives where harvested crops are shared with the community through food banks or local events	Fall 2025	Photos of students, Letters from food bank, Record of distribution to food bank	Students, Administration, Garden Coordinator, Food bank	Transportation to food banks or local events	Start Fall 2025

GOAL #2 cont'd	ACADEMIC EXCELLENCE

Action Steps		Timeline	Evidence of Attainment	Person Responsible	Resources Needed	Progress
Strategy 6: Establish a National Junior Honor Society (NJHS) Program						
6.1	Complete the application process to become an official NJHS chapter	Fall 2025	NJHS Chapter established, Application and approval process within the school year	Administration, NJHS Faculty Advisor	NJHS membership application ($385), Chapter fees and dues (TBD)	Evaluated through NJHS membership, Ongoing NJHS activities
6.2	Develop criteria for student eligibility based on Studentship, leadership, service, character, and citizenship	Fall 2025	NJHS criteria materials	Administration, NJHS Faculty Advisor	Induction materials	Participation and impact reports
6.3	Host NJHS induction ceremonies to recognize students who meet the criteria	Annual	Inductions of students	Administration, NJHS Faculty Advisor	Induction materials ($250)	NJHS Membership
6.4	Organize service learning projects for NJHS members to give back to the school and community	Fall 2025	Service projects completed	Administration, NJHS Faculty Advisor	Community service partnerships	Start 2025
Strategy 7: Orton-Gillingham Reading and Phonics Implementation						
7.1	Complete training for all teachers in Orton-Gillingham (OG) Phonics & Reading curriculum	Training 2023	Certificates for Teachers	Principal, Teachers	$10,000	Completed 2024
7.2	Integrate the Orton-Gillingham methodology across all elementary grade levels	Begin Fall 2024	Improvement in students' reading proficiency and MAP test scores	Teachers	$4,000 for online resources and materials	Ongoing
7.3	Provide ongoing monitoring and support to teachers for the effective implementation of the curriculum	Ongoing	Lesson plans	Principal, Orton-Gillingham Coach	Orton-Gillingham Coach, Principal	Ongoing
7.4	Regularly assess students' progress in reading and phonics to ensure continued growth and improvement	Ongoing	Teacher feedback, Running records, Classroom observations	Teachers	OG materials, purchased 2023	Ongoing



Goal #3

Finances

Objective:
To strengthen the financial health of Vienna Adventist Academy (VAA) by implementing sustainable fundraising strategies, repaying outstanding financial obligations, and creating studentship opportunities for students in need.

GOAL #3	FINANCE					
Action Steps		**Timeline**	**Evidence of Attainment**	**Person Responsible**	**Resources Needed**	**Progress**
Strategy 1: Debt Repayment & Financial Responsibility						
1.1	Assess the total amount owed to PC and establish a realistic repayment schedule	Begin January 2025, Monthly	Report from Potomac Conference, Financial statements reflecting reduced debt	Principal, Business Manager, Potomac Conference, Treasurer	Budget review, Fundraising support ($1k-$2k, monthly)	$5k paid
1.2	Identify budget adjustments to allocate funds toward debt reduction	Begin 2025	Financial statements	Principal, Business Manager	Budget review	Ongoing
1.3	Set aside a percentage of all fundraising revenue for debt repayment	Begin Fall 2025	Financial statements	Principal, Business Manager	Fundraising goals and activities	Bi-annual
1.4	Provide updates to the school board and stakeholders	Monthly	Financial reports	Principal, Business Manager	Quickbooks	Ongoing
Strategy 2: Strengthening Fundraising Efforts						
2.1	Establish a Fundraising Committee composed of staff, parents, and community members	Ongoing throughout the academic year	Increased participation from all	Fundraising Committee, Administration	Event planning materials, Volunteer Support, Budget	Fundraising initiatives executed and tracked
2.2	Maintain a calendar of regularly scheduled fundraisers	Annual	Fundraising totals, Feedback	Fundraising Committee, Home & School Administration	Event planning materials, Volunteer Support, Budget	Annual review
2.3	Implement quarterly fundraising events to ensure consistent revenue	Quarterly	Fundraising totals, Feedback	Fundraising Committee, Home & School Administration	List of fundraisers, Planning teams, Budgets	Quarterly review
2.4	Develop sponsorship opportunities for local businesses and community partners	Began 2023, identify partners	Number of sponsors secured; Financial support	Fundraising Committee, Home & School Administration	Database, Sponsorship	Quarterly reviews, Annual Sponsorship Evaluation
2.5	Promote fundraisers through newsletters, social media, and church networks	Ongoing	Increased fundraiser awareness	Administration	Constant Contact ($159 yearly), Facebook & Instagram, Church bulletins	Ongoing engagement, Community growth

GOAL #3 cont'd	FINANCE

	Action Steps	Timeline	Evidence of Attainment	Person Responsible	Resources Needed	Progress
Strategy 3: Scholarship Program & Financial Aid Support						
3.1	Allocate a portion of fundraising revenue to fund scholarships for students in need	Scholarship fund established within the academic year	Scholarship awards granted, Documented impact	Principal, Business Manager	Donor contributions, Fundraising revenue, Financial aid forms	Funds allocated, Scholarships awarded annually
3.2	Maintain and promote the Virginia Tax Credit Scholarship Program to encourage donations	Ongoing	Bi-annual scholarships	Business Manager, VA Tax Credit	Donations from donors	Ongoing
3.3	Strengthen partnerships with constituent churches to support school scholarships	Ongoing	School Board Meetings	Principal, School Board, Church	Budget	Monthly
Strategy 4: Marketing & Awareness for Financial Sustainability						
4.1	Advertise the Virginia Tax Credit Program through informational sessions and school communications	Bi-annual, Ongoing promotion throughout the school year	Increased donor participation, Documented contributions, Newsletter	Business Manager, Principal, Marketing team	Informational brochures (VA Tax Credit provides), Donor outreach team	Growing awareness and participation
4.2	Enhance digital marketing and outreach to increase community donations and sponsorships	Fall 2025	Enhance digital marketing and outreach to increase community donations and sponsorships	Principal, Marketing Team, Fundraising Committee	Budget, Content Creating Tool (Canva; $119/yearly)	Quarterly reviews
4.3	Host an annual donor appreciation event to strengthen relationships with sponsors and contributors	Annual	Increased donations and donors	Principal	$2,500	Annual



Goal #4
Marketing

Objective:
To increase visibility, strengthen branding, and boost enrollment at Vienna Adventist Academy (VAA) by implementing a comprehensive marketing strategy that engages students, parents, church members, and the broader community.

GOAL #4	MARKETING

	Action Steps	Timeline	Evidence of Attainment	Person Responsible	Resources Needed	Progress
Strategy 1: Branding & School Identity						
1.1	Develop a memorable slogan that defines VAA's mission and values	Fall 2025, Slogan finalized within the next quarter, branding updates ongoing	Increased recognition of VAA's slogan and identity	Marketing Team, Principal, School Board, Teachers	List of slogans	Branding elements in development and implementation
1.2	Implement the slogan across all marketing materials, website, and social media	Fall 2025	Updated marketing materials	Principal, Graphic Designer	Branding materials, Graphic designer, $600	Ongoing
1.3	Enhance the school's online presence, including the website, Google listing (adjust from church to school), and social media accounts	Updated website Fall 2022	Website	Principal, Web designer	Services donated, Facebook, Instagram, Google	Ongoing
1.4	Develop high-quality marketing materials such as brochures, information packets, and branded merchandise (cups, pens, T-shirts, etc.)	Fall 2024 opened a merchandise store with T-shirts and hoodies	Website, Materials handed out at events	Administration	T-shirts ($15-25), Hoodies ($25-42), Budget = $3,000	Ongoing
1.5	Develop a marketing team	Identify and recruit members	Established marketing team with defined roles and responsibilities	Principal	Time, Budget, Marketing Materials	Monthly updates, End of year evaluation
Strategy 2: Community & Church Engagement						
2.1	Establish a VAA Ambassador Program to train students and parents as school representatives	Spring 2025, Outreach events scheduled throughout the year	Increased attendance at events, new student inquiries	Administration	Event planning materials, Partnership agreements	Growing community involvement, Tracking new student inquiries
2.2	Invite church members and the local community to attend school programs and events	Fall 2024	Increased attendance at events	Administration	School calendar	Growing community involvement
2.3	Host open house events to attract new families	Bi-annual	New student inquiries	Administration	School calendar	New student inquiries
2.4	Establish a Summer Camp	Summer 2025	Increased enrollment, Parent feedback	Principal, Hired Teachers	Self-funded ($195/weekly), Before/Aftercare ($5/hr), Generation Genius Curriculum ($1,200)	Weekly monitoring, Post camp review

GOAL #4 cont'd	MARKETING

Action Steps		Timeline	Evidence of Attainment	Person Responsible	Resources Needed	Progress
Strategy 3: Digital & Print Marketing Initiatives						
3.1	Develop and distribute a quarterly newsletter featuring school events, student achievements, and important updates	Quarterly ongoing digital marketing	Increased website traffic, higher social media engagement, growing newsletter subscriptions	Marketing team, School secretary	Canva, Content contributors	Ongoing content creation and distribution
3.2	Create and share recruitment videos highlighting VAA's programs and student success stories	Began 2022	Videos distributed to churches, Website	Administration	Videographer (services donated)	Complete
3.3	Regularly update social media platforms with engaging content to attract prospective families	Daily	Update social media platforms	Administration	Social media sites	Ongoing
Strategy 4: Fundraising & Recruitment Support						
4.1	Develop recruitment videos and promotional materials to showcase VAA's strengths	Fall 2025	Increased enrollment applications, Higher fundraising engagement	Marketing team, Principal, Fundraising Committee	Video production, Outreach materials, Referral incentives	Ongoing
4.2	Partner with the Fundraising Committee to align marketing efforts with financial sustainability initiatives	Implement joint committees	Feedback from marketing and fundraising teams on how well the strategies were integrated	Principal, Fundraising and Marketing Leads	Marketing materials	Quarterly reviews
4.3	Create a referral incentive program for current families who bring in new students	Ongoing	Number of students enrolled, Feedback, Testimonials	Principal, Administration, Secretary	Marketing materials	Monthly updates, Annual review



Goal #5

Facility

Objective:
To enhance the learning environment and safety at Vienna Adventist Academy by implementing facility upgrades, technology integration, and security enhancements that support academic success and overall student well-being.

GOAL #5	FACILITY

Action Steps		Timeline	Evidence of Attainment	Person Responsible	Resources Needed	Progress
Strategy 1: Maintenance Agreement & HVAC System Enhancements						
1.1	Obtain bids for thermostats to maintain a consistent temperature throughout the building	Contracts secured 2024	Consistent building temperature, Completed maintenance reports	Maintenance, Business Manager, Principal	$2,500	Ongoing monitoring and evaluation of temperature regulation and HVAC performance
1.2	Establish an HVAC maintenance agreement to ensure regular servicing and long term efficiency	Fall 2024	Contract, Borchers Mechanical Services	Business Manager, Borchers Mechanical Services	$2,250/quarterly	Ongoing
Strategy 2: Security Enhancements						
2.1	Install protective security film on all glass doors and windows	Began 2024	Increased campus safety, Security upgrades implemented	Business Manager, Principal	$22,500	Complete, Reviewed annually
2.2	Install security cameras throughout the campus for increased monitoring	Began 2023	Security logs, Footage reports	Principal, Business Manager	$14,400	Complete
2.3	Replace exterior doors with upgraded key fob entry systems for enhanced security	Start 2025	Increased campus safety	Maintenance, Business Manager	$9,000	Finish 2026
2.4	Regularly review security footage and conduct periodic safety drills	Ongoing	Monitor	Administration	Security cameras	Ongoing
2.5	Ensure proper maintenance for updates for all security equipment	Ongoing	Maintenance schedule, Inspection Reports	Maintenance, Business Manager, Principal	$600/quarterly	Ongoing

GOAL #5 cont'd	FACILITY

Action Steps		Timeline	Evidence of Attainment	Person Responsible	Resources Needed	Progress
Strategy 3: Student Laptop Program						
3.1	Provide laptops for students upon signing a technology contract	Fall 2023, Laptop distribution and training sessions conducted at the start of each academic year	Signed contracts, Student participation in training, Responsible laptop use	Administration, Teachers	Lease ($1,230/monthly)	Complete
3.2	Workshop on proper laptop usage, digital citizenship, and online safety	Fall 2024	Teacher and student participation in workshop	Go Guardian, Administration	Workshop included in subscription	Annual
3.3	Implement device monitoring software to ensure responsible use	Fall 2023	Go Guardian	Business Manager	$1,500/yearly	Complete
Strategy 4: Lighting throughout School						
4.1	Upgrade lighting fixtures throughout the school for improved energy efficiency and visibility	Began 2025	Improved LED lighting installed	Facilities Manager, School Administration	$15,930	Complete



Goal #6

Community Partnership

Objective:
To strengthen community engagement and outreach by forming meaningful partnerships that promote service, wellness, and collaboration between VAA, local churches, and the broader community.

GOAL #6	COMMUNITY PARTNERSHIP

Action Steps		Timeline	Evidence of Attainment	Person Responsible	Resources Needed	Progress
Strategy 1: Church & Community Promotion						
1.1	Strengthen partnerships with local churches, especially Vienna SDA Church, to promote VAA within congregations	Ongoing	Increased enrollment inquiries, Participation in church events	Principal, Pastors, Community	Promotional materials, Church contacts	Church outreach in progress, Tracking new student interest
1.2	Present at church events to highlight school programs and enrollment opportunities	Quarterly	Increased enrollment inquiries	Administration, Students, Churches	List of churches, VAA School programs	Church outreach in progress, Tracking new student interest
Strategy 2: Community Service Initiatives & Sports Partnerships						
2.1	Establish Partnerships with local schools for sports collaboration and friendly competitions	Quarterly	Increased community engagement, Partnerships with local schools	Service Coordinator, Principal	Service projects planned and executed	Ongoing
2.2	Strengthen VAA's athletic program through community based sports initiatives	Seasonal	Student participation in sports	Coaches, Principal, I9	List of athletic programs	Ongoing
Strategy 3: Church & School Health Fair Collaboration and Garden Outreach						
3.1	Partner with church and health professionals to participate in an annual Health Fair	Annual	Event participation, Community health engagement	Church Liaison, Health Fair Coordinator, Principal	Health professionals, Event logistics, VAA Gym	Planning phase, Partnerships being established
3.2	Incorporate a healthy eating initiative that aligns with the school's garden project	Seasonal	Community engagement	Administration, Church	VAA's Garden, Church community	Healthy eating, Church collaborations

GOAL #6 cont'd	COMMUNITY PARTNERSHIP

Action Steps		Timeline	Evidence of Attainment	Person Responsible	Resources Needed	Progress
Strategy 4: Community Event Invitations						
4.1	Invite the local community to VAA events (Innovation Day, STEM Fair, Graduation)	Events scheduled throughout the year	Increased community attendance	Administration, Teachers, Marketing Team, Event Coordinators	Flyers, Digital promotions	Community invitations, Tracking attendance growth
4.2	Strengthen outreach through social media and church bulletins	Weekly	Attendance at School Events	Church, Administration	School and Church Newsletters/Bulletins	Ongoing
Strategy 5: Nursing Home Outreach						
5.1	Coordinate visits to local nursing homes	Quarterly	Calendar, Schedule, Photos	Administration, Teachers	List of Nursing Homes, Transportation	Starts Fall 2025


DARE
TO BE
LUKE 1:37
VIENNA ADVENTIST ACADEMY
BACK 2 YOU