

Summit Educational Association, Inc.

Strategic Plan

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MISSION STATEMENT

Through its supplementary educational programs Summit empowers inner-city students of average abilities to develop into upright, college-educated men and women who serve family and community.

VALUES

1. Summit places a great value on the dignity and worth of each individual person. Everyone, even the most disadvantaged in society, has the right and obligation to achieve his/her human and spiritual potential to the full. Thus, each is better able to serve others, in the family, workplace, and community. Summit derives its inspiration from the social teachings of the Catholic Church and the Prelature of Opus Dei.
2. Summit provides a service to help resolve the plight of inner-city communities. We believe that the problems of the inner city must be solved from within. In order to raise these communities, leaders from within the inner-city communities must act as exemplary role models for the rest. There are many average students who have the talent to get a college education but are overlooked and do not have a strong enough support structure to first gain entrance and then achieve success in good colleges. If only the very gifted are given attention, there will not be enough people in leadership positions. Summit therefore focuses its efforts on those young (grade school and high school age), average students who have the potential to go to a four-year college. Summit motivates and trains these students in order to attain the necessary skills to make a significant impact in their communities.
3. It is not only good that those who are more fortunate help those who are less fortunate develop their potential, but it is also their duty as responsible human beings.
4. Education in freedom and responsibility and character formation through personal attention and example of the staff will build the foundation of virtues, which will increase the probability of success and enhance the vision of each individual so that he comes to be of service to society especially through his work.
5. Academic excellence is a means to reach one's full potential and to develop skills. Therefore, a great emphasis is placed on its achievement.
6. Summit invests great effort in one on one mentoring of each student by staff and trained volunteers. We believe that this person-to-person encouragement, interest and advice are essential to individual development.
7. In so far as the growth of children depends foremost on the family, Summit assists parents in their task as the principal educators of their children, and Summit emphasizes that the father's role is as crucial as the mother's role.
8. Families must contribute in some manner to the support of the programs regardless of their economic situation. In this way they value the formation, which their children are receiving. This, in turn, will help them devote more attention to the success of their children.

9. Staff shall place a great emphasis on being competent, virtuous role models. They must be willing to put a high degree of commitment and effort into fulfilling our mission, and work as a part of a team while realizing they are part of a family.

OBJECTIVES

1. Assist average grade school and high school students' academic progress by supplying motivation, extra attention, and quality instruction so that they will be able to gain entrance and compete in four-year colleges.
2. Develop the character of each student by communicating and inculcating the basic virtues pertaining to a positive vision of the individual, family, work, and social responsibilities.
3. Recruit and retain average or above average students in programs from the fourth grade through high school.
4. Involve and motivate parents so that they are more qualified and interested in the upbringing of their children.
5. Make available our model for running programs so that other institutions can benefit from our experience.
6. Develop a Summit alumni association. One of its tasks will be mentoring students entering college from the Summit program. They will stay in contact with them and provide encouragement and support.
7. Develop a Summit Junior Board in order to network and get the word out about volunteer opportunities.

STRATEGY TO ACHIEVE OBJECTIVES

1. Summit will be able to accomplish its objectives using relatively small, high quality centers. Our family atmosphere is one of the keys to the success of the programs. It is good that the directors of each program get to know all the students. Growing too large will diminish our focus on personal attention and will increase the probability of students "getting lost in the shuffle".
2. Focus on helping the parents to take charge of the family. Give personal attention to parents as well as the students.
3. Assist average students in gaining entrance into colleges by the following academic programs:
 - **1 o 1:** (grades 4-7) The One-On-One Tutoring Program helps students improve and excel in their academic and character development. Academic tutoring focusses primarily on the student's curriculum at school, and Math and Reading during the summer. The Character Development portion of the program focusses on helping students develop virtues based on the Natural Law. The program also encourages students to continue to the College Bound Program.
 - **CB:** (grades 8-12) The Summit College Bound Program provides academic support to help students gain entrance into college-prep high schools and develop necessary academic and personal virtues to help them gain entrance and prepare for college.
4. Help all parents and students to realize from the beginning of their involvement with the programs that the Summit Center advances students from program to program in much the same way that students progress in school, and not just for the short term of one year or one program.
5. **ACCEPTANCE CRITERIA:**

The following acceptance criteria are crucial to the success of the programs. Summit will focus on average and above average students. By focusing on this group, we will be using our resources most productively. If we make exceptions to these criteria, we will spend more time on redemption and discipline and less on helping those who want to excel.

 - **General:** At least one parent (preferably two) or guardian are interviewed to clarify the reasons for the program and make certain they will be involved in parent seminars and instill ideals taught at Summit.
 - **1 o 1: Students** without significant learning disabilities and who want to improve. Parents must intend to enroll their child in subsequent Summit programs.
 - **CB: College Bound Students** must have average grades or above and must score better than 30% of national average in test scores. Good behavior on report card is a definite requirement. Students must display a serious desire to do well in school.

6. CHARACTER DEVELOPMENT STRATEGY:

The Character Development Strategy for the students at Summit will consist of classes and talks on ethics and virtues rooted in the Judeo-Christian tradition and the natural law. In addition, each student in the program will have an advisor who will meet with the student at least once-a-week for a brief time (approx. 10 minutes) to help the student focus on concrete ways to improve, and work with the parents to help the student. The tutor in the One-On-One Program fulfills this advising role.

7. RECRUITMENT STRATEGY FOR STUDENTS:

1. Word of Mouth: All parents will be asked by the program directors to share the good fortune they have received by relating it to their friends.
2. Networking with School Principals and Teachers: The long term strategy to recruit our focus market students will be by developing continuing relationships with principals and teachers so that they understand the value of our programs while at the same time realize that we are in no way in competition for these students. As a supplementary educational institution, we complement the school's formation; by improving the students' performance. Therefore we are, in essence, helping the mission of each school. By developing these relationships, a steady stream of intended market students will be supplied to the program.
3. School visits will always be a mainstay of the program because of the great demand of large numbers of students to take advantage of their free time during the summer.
4. The best way to recruit students will be to retain the students from program to program. As we already discussed, a pre-condition for acceptance into the program will be that the parents seriously intend to enroll their child in the full cycle of programs.
5. Summit will establish an alumni network to take charge of and facilitate the mentoring of Summit graduates in college. If location does not permit getting together in person, the mentor will be in contact with the student on a monthly basis, or more if necessary.

8. RECRUITMENT STRATEGY FOR STAFF AND VOLUNTEERS:

Summit relies to a great degree on its Staff and volunteer staff. Recruitment is done in the following ways:

1. Recruit and hire outstanding staff capable of being good role models who live their personal lives in accord with human virtues and those consistent with natural law.
2. Most volunteers learn of Summit's programs by word of mouth. All volunteers will be asked by the program directors to encourage their friends and acquaintances to help inner-city students through the programs at Summit.
3. Volunteers and friends of Summit are also encouraged to help recruit other individuals in their respective organizations by letting the program directors know about various means available to them. This could include presentations, volunteer fairs, newsletters, e-mail, etc.

- 4 Serious high school and university students who are committed to coming each week are very valuable volunteers can be recruited by connecting with volunteer fairs and service-learning organizations on campuses.

9. OTHER

1. In the same way that the material environment at home is important to the upbringing of the child, Summit will place a great deal of importance to maintaining a bright and cheerful environment at the center. This means that emphasis will be placed on cleanliness and good taste and in the appearance and upkeep of the center.
2. Provide adequate facilities for the development of the physical, intellectual and moral well being of our students.
3. For Summit to provide continuity to support the program for years to come, and so that we can share our experiences with other institutions, Summit will produce and update manuals about each program in detail. This shall include training criteria for character, academic, sports, recruiting, and material upkeep of the center. Also, Summit will promote cooperation with other groups and entities who wish to produce and run programs.

10. FUNDRAISING

1. Summit programs are not completely free to the participants. Families must pay a very nominal fee in order to feel like they are making an investment in the education of their child. However, this fee pays only approximately 5% of the costs required to operate the programs. Fundraising is therefore important to provide required resources for this.
2. Fundraising is broken down into the following categories:
 - a. Individual Contributions
 - i. Year End Annual Campaign
 - ii. Summertime Read-A-Thon Campaign
 - b. Events
 - i. Golf Outing
 - ii. Spring Dinner Gala
 - iii. Other Timely Events
 - c. Grant Writing
 - i. Proposals to Corporations, Corporate Foundations and Foundations
 - d. Public Awareness and Advertising
 - i. To grow the base of friends and contributors

STRUCTURE TO ACHIEVE STRATEGY

1. ACADEMIC CONTENT OF PROGRAMS:

- One-on-One Program:

One-on-one tutoring with emphasis on strengthening the student's academic weaknesses and setting goals and resolutions. A brief character talk is given to each classroom by its advisor from an outline provided the week before. A sports period is included in each session, which includes semi-organized competitions.

Tutors receive formal orientation. Some of the more experienced tutors meet with new tutors for brief individual advising sessions every other week. In addition, advisors provide training sessions for their tutor group from a prepared outline.

Sessions meet once a week. Each semester coincides with that of the academic school year.

The One-On-One Summer Reading Program consists of the students and tutors reading the same assigned pages from books each week. Students give periodic oral reports in front of the class.

- Summer Olympics:

Our summer program meets 5 hours per day, 5 days per week for 7 weeks, and includes 1/2 day of academics and 1/2 day of sports for entering 4th -8th graders. Academics consist of Math, English and Character Development for all grades. Junior Counselors (Summit College Bound Program students) assist Counselors (university students) in teaching and coaching.

- College Bound: The CB program provides several different programs in the Fall and the Spring including an ACT-SAT Prep course for students in high school. Being a Junior Counselor as a high school student is the focus of the College Bound Program. College trips and individual advising are also a key component of this program.

2. CHARACTER DEVELOPMENT CONTENT OF PROGRAMS

- 1 o 1: The character formation given in the 1o1 program will be based on simple human virtues. Talks given are prepared by the advisors of each classroom or one of the tutors he has designated. Outlines of the talk are provided, and talks should be lively, concrete, and brief. Tutors are in attendance during the talk to encourage students to participate and understand the virtue discussed and afterward discuss the topic the student. Tutors are also encouraged to set goals with their students in other areas besides academics using the "ALL-STAR" sheet. The advisor must see to it that tutors are doing these tasks by meeting with them periodically in one on one advising sessions.

- College Bound Program: In the summer program, character formation consists of participation in a character class each day with the young students, and brief follow-up conversations with the Counselor of the team. During the school year, character formation consists of weekly talks on a specific virtue along with individual advising.

3. PARENT DEVELOPMENT PORTION OF PROGRAM

1. Parent conferences are scheduled several times each semester for each program. These provide an opportunity for tutors and advisors to meet with parents, and for the parents to attend a seminar on some aspect of upbringing and education of children. Parents are encouraged to actively participate in these seminars so that other parents can learn from their experience. The parent coordinator will develop topics and find appropriate speakers.
2. There will be more intensive seminars for parents willing and interested in becoming more involved. In addition, these parents will be asked to help other parents by encouraging them to attend parent conferences and leading discussions.
3. Tutors and advisors are encouraged to call and remain in contact with parents about progress being made by their child.

4. FUNDRAISING

A. Individual Contributions

- i. Year End Individual Campaign
 1. Solicitors appointed
 2. Request letter and newsletter update sent out to friends of solicitors
 3. Solicitors follow-up with a phone call or meeting
- ii. Read-A-Thon Campaign
 1. Kids encouraged read a lot of books in the Summer Program for incentives, i.e., Six Flags and Scholarship money
 2. Read-A-Thon explanation flyer and request letter sent to everyone in the Year End Individual Campaign
 3. No follow-up is normally done

B. Fundraising Events

- a. Golf Outing – Normally held in the Fall so it will not conflict with the Gala.
- b. Dinner Gala – Following the lead of Midtown
 - i. Held in the Springtime because of conflict with Golf Outing
 - ii. Invite an honoree who is a corporate leader who brings several vendors who would be willing to buy tables.
 - iii. Another co-honoree or keynote speaker is a high-profile personality who can bring excitement to the event.
 - iv. Students perform skits and a paddle auction is held at the end of the event.
 - v. Other Events – for example, we had two tennis event and a high school basketball ALL-STAR game in the past because of Summit relationships with sports figures.

C. Proposals to Corporations, Corporate Foundations and Foundations

- a. Board is needed to develop many high-level contacts within corporations and foundations to lay the groundwork and increase the chance of success of proposals.

D. Public Relations and Advertising

- a. Why?
 - i. To create awareness and credibility of Summit
 - ii. To grow the base of individual and corporate donors
 - iii. To attract a great number of volunteers
- b. What?
 - i. Newspaper and magazine articles
 - ii. Television news programs
 - iii. Advertising in periodicals
 - iv. Social Electronic media
 - 1. Summit Website
 - 2. Facebook
 - 3. Twitter
 - 4. Online videos

PERFORMANCE

1. Grade Level Equivalency Improvements

- a. Testing each semester will show students will grow at least 0.5 years in math and reading each semester, i.e., 1.5 years for school year and summer participants.

2. Student graduation rates:

- a. As soon as we are able to find-out, we will observe that 95% of students who participated in two or more years at Summit will have graduated from high school.
- b. 25% of these students will earn a college degree
- c. 90% of the College Bound participants will be accepted into college and at least half will earn a college degree.

3. Retention rate statistics shall be kept:

- a. 60% of the Summer Olympics students will participate in the school year programs.
- b. 40% of 1o1 go on to the College Bound Program
- c. 90% will have good department grades after 2 years of participation in our program.

4. Parental involvement:

- a. 100% interviewed.
- b. At least 50% attend each parenting program session.

5. Volunteer involvement:

- a. Each student in 1o1 will have a tutor.
- b. Each student in the College Bound Program will have an advisor.
- c. Each volunteer will attend all of the training sessions.
- d. Each volunteer will attend one on one advising session.
- e. Each Summit graduate in college will have an alumni mentor.
- f. 80% of volunteers will be retained from the Fall to Spring semesters.
- g. 60% of volunteers will be retained from the Spring to the Fall semesters.

6. Family Environment:

- a. Everyone should sense that this is a family.
- b. To achieve this, every staff member should:
 - i. Know the names of all the volunteers, students and parents
 - ii. Be open to know them well and make personal friends with them

CRITICAL ISSUES

1. Summit must recruit and retain students and tutors more effectively.
2. Summit must strive to better quantify the progress of each student and of each program in order to make appropriate improvements when necessary. We currently keep the grade level equivalency improvements. The next step is to determine the percentage of students who reach their appropriate grade level, and how long it takes to reach that level after coming to Summit. The third step will be to survey students who have gone through the programs to determine the high school graduation rate and post-secondary school entrance and graduation rates.
3. Summit needs to effectively broaden its base of contributors and friends in order to expand the volunteer and contributor base to grow and survive.