



STRATEGIC PLAN *for* VALLEY CHRISTIAN SCHOOL *2015-2020*

But those who hope in the LORD will renew their strength. They will soar on wings like eagles; they will run and not grow weary, they will walk and not be faint. - Isaiah 40:31

The Strategic Planning process was initiated by the Valley Christian School Board to ***“develop and articulate a long-term strategic plan for the future of Valley Christian School that will be compelling, engaging, and sustainable.”*** The current board members and Head of School participated in the early stages of planning to establish the document framework. The Head of School solicited feedback from families, students, administration, faculty, and staff using a survey format. This plan outlines major conclusions and recommendations in a working document format.

6 Key Result Areas → 28 Strategic Initiatives → 82 Detailed Action Plans



KEY RESULT AREA #1: PROGRAMS and CURRICULUM

Strategic Goal: Clarify discipleship focused goals that will enhance our Christ-centered culture and community. Provide a comprehensive and integrated Pre/K-12 curriculum with diverse programs, and vigorous activities that enrich the school experience, integrating Biblical truth into all aspects that will align with the mission of the school.

Initiatives:

1.1 Begin the process to obtain ACSI accreditation.

Action Plan 1.1.1: Complete all necessary paperwork to begin the accreditation process from ACSI in order to validate our quality and to verify that we are striving for excellence as a Christian school.

Action Plan 1.1.2: Communicate the details of the accreditation process to parents and all stakeholders.

Action Plan 1.1.3: Appoint teachers and parents to serve on the accreditation committee with the Head of School.

1.2 Expand and improve the fine arts offerings of the school.

Action Plan 1.2.1: Appoint a committee to evaluate the current fine arts programs and develop a fine arts strategic plan.

Action Plan 1.2.2: Hire a full-time K-12 Fine Arts Director.

Action Plan 1.2.3: Develop a detailed job description.

Action Plan 1.2.4: Include compensation for this position in operating budget.

1.3 Increase the school's capacity to meet the needs of all students.

Action Plan 1.3.1: Appoint a committee to conduct a school needs assessment.

Action Plan 1.3.2: Hire a full-time resource education teacher to educate and support teachers on how to meet the educational needs of students and to serve as a liaison between teachers and students/parents served under this program. This position will also teach in a self-contained classroom.

Action Plan 1.3.3: Include compensation for this position in operating budget.

1.4 Create a school technology plan to include library/media services and social media.

Action Plan 1.4.1: Appoint a committee to evaluate our current technology and library/media offerings.

Action Plan 1.4.2: Create a new school website that will be a tool to send out school information, to assist potential and current families and be a resource for alumni.

Action Plan 1.4.3: Purchase RenWeb to increase efficiency and replace an antiquated portal system.

Action Plan 1.4.4: Purchase new servers for our school and install Wi-Fi for the entire campus.

1.5 Continue to enhance and refine our Pre/K-12 curriculum.

Action Plan 1.5.1: Identify a core set of beliefs that will be integrated throughout the curriculum for the purposes of growing these beliefs and providing metrics that can demonstrate whether or not the core beliefs are being taught in every subject and being supported in mentoring relationships.

Action Plan 1.5.2: Purposefully infuse the Biblical worldview into all aspects of the curriculum so that students will develop the skill of reflecting upon and applying biblical and theological tools to all areas of knowledge and behavior with an emphasis on knowing Christ and submitting to His Lordship as a way of life.

Action Plan 1.5.3: Hire a part-time Curriculum Director and develop a detailed job description.

Action Plan 1.5.4: Include compensation for this position in operating budget.

Action Plan 1.5.5: Define, communicate, and measure the extent to which a Christian worldview is being implemented throughout the school's curriculum and programs.

1.6 Establish an educational support program that enlists capable and willing volunteers to assist in the instructional programs of the school.

Action Plan 1.6.1: Create a database of potential volunteers who are willing and able to assist in the various instructional programs of the school.

Action Plan 1.6.2: Recruit and train volunteers to assist classroom teachers in meeting the educational goals of the school.

1.7 Develop a comprehensive summer program that includes academic, enrichment, fine arts, and sports camps.

Action Plan 1.7.1: Appoint a committee of coaches, parents, teachers, and staff to evaluate the current summer program and make recommendations for improvement and expansion.

Action Plan 1.7.2: Hire a part-time Summer Program Coordinator to plan, develop and oversee a summer program.

1.8 Develop a comprehensive parent education program that supports and assists parents of all grade levels with common challenges they face in raising their children in a God-honoring way.

Action Plan 1.8.1: Appoint a committee comprised of parents, teachers, students, and administrators to identify the common challenges parents face in raising children in a God-honoring way.

Action Plan 1.8.2: Plan, organize, and implement a series of workshops and seminars designed to assist parents in raising godly children.

1.9 Review and assess transportation needs for our student-body.

Action Plan 1.9.1: Develop a plan to meet those transportation needs.

1.10 Develop a successful junior high and high school athletic program that features outstanding coaches and teams that consistently compete with excellence and are notable for their Christian character.

Action Plan 1.10.1: Refine the current coaching evaluation system to provide better feedback to coaches in order to improve their instruction and to encourage their coaching development.

Action Plan 1.10.2: Recommend or require professional development based on the results of the individual coaches' evaluation.

Action Plan 1.10.3: Allocate at least \$100 per head coach for professional development annually; this could be used for coaching clinics.

Action Plan 1.10.4: Clearly define expectations and job descriptions for all coaches, paid and volunteer.

Action Plan 1.10.5: Annually revise our coaching handbook that details out the mission of our athletic program.



KEY RESULT AREA #2: SPIRITUAL and CHARACTER DEVELOPMENT

Strategic Goal: Create ways to improve our authentic, Christ-centered community that intentionally cultivates Christ-like character in its students.

Initiatives:

2.1 Develop and implement a school-wide mentoring program that is grade-level appropriate.

Action Plan 2.1.1: Appoint a committee to research and design a customized mentoring program for all grade levels.

Action Plan 2.1.2: Identify, recruit, and train mentors who are willing and able to serve across all grade levels.

2.2 Build a school-wide culture that encourages students to adopt a personal life of service.

Action Plan 2.2.1: Develop a comprehensive plan of community service that involves all grades.

2.3 Hire a full-time Dean of Students/Athletic Director

Action Plan 2.3.1: Develop a detailed job description to include K-12 athletic director responsibilities.

Action Plan 2.3.2: Include compensation for this position in operating budget.

Action Plan 2.3.3: This position would oversee programs that cultivate the spiritual and character development of students. This new position will be responsible for providing mission opportunities for the student-body, building local church relations, and providing opportunities for community outreach.

Working with the appropriate administrators and faculty to set goals, determine priorities, establish programs, and coordinate a calendar of events including all chapels. Overseeing that all areas of spiritual development are implemented, including: bible curriculum, prayer, programs, and worship.



KEY RESULT AREA #3: FACULTY AND STAFF DEVELOPMENT

Strategic Goal: Recruit, develop, and retain eternally focused, highly qualified faculty and staff who embody the school's core values.

Initiatives:

3.1 Refine the current faculty evaluation system to provide better feedback to teachers in order to improve their instruction and to encourage their professional development.

Action Plan 3.1.1: Appoint a committee comprised of teachers, administrators, and board members to review and improve the current faculty evaluation system.

Action Plan 3.1.2: Develop a master schedule and designate space with whiteboards, conference tables, and access to technology that will accommodate peer collaboration and mentoring.

Action Plan 3.1.3: Recommend or require professional development based on the results of the annual faculty evaluation.

Action Plan 3.1.4: Allocate at least \$300 per teacher for professional development annually.

Action Plan 3.1.5: Clearly define expectations and job descriptions for faculty and staff.

3.2 Create a support system for all faculty with an emphasis on new teachers.

Action Plan 3.2.1: Develop an effective faculty-mentoring plan that assigns a veteran teacher to mentor and shepherd a new teacher. Develop a master teacher profile.

Action Plan 3.2.2: Design and implement an annual faculty survey to obtain feedback on policies, programs, morale, and teaching environment.

Action Plan 3.2.3: Improve the exit interview process for departing faculty and staff.

3.3 Recruit and train effective and qualified substitute teachers.

Action Plan 3.3.1: Create and fund an exclusive, qualified substitute teacher pool.

Action Plan 3.3.2: Expand the role of principals to include identifying, recruiting, training, and evaluating substitute teachers.

3.4 Invest in the spiritual development of faculty.

Action Plan 3.4.1: Review current hiring metrics to ensure that prospective teachers possess sufficient spiritual maturity.

Action Plan 3.4.2: Foster personal connections and spiritual growth among faculty through regularly scheduled time of prayer and fellowship.

Action Plan 3.4.3: Schedule at least one "faculty fun" event per semester for faculty and their families.



KEY RESULT AREA #4: MARKETING, ENROLLMENT and COMMUNICATIONS

Strategic Goal: Develop an informed and educated community that understands and articulates the distinctive culture, unique experiences, and exceptional curriculum and programs that the school offers. Develop a comprehensive marketing and communications plan that will promote steady enrollment growth for both Valley Christian and Eagle Christian schools.

Initiatives:

4.1 Equip the entire school community to be effective ambassadors for the school.

Action Plan 4.1.1: Develop an orientation program and communication piece to educate new parents about school values, history and heritage.

Action Plan 4.1.2: Create a mentoring program that assigns veteran parents with new families.

Action Plan 4.1.3: Develop and publish a "School Profile" which defines our school and Christian education, explaining the benefits. This profile will also detail Eagle Christian offerings.

4.2 Fully fund and implement a strategic marketing plan. This plan will also include marketing of our online school Eagle Christian.

Action Plan 4.2.1: Enhance the new website with video links.

Action Plan 4.2.2: Appoint a committee comprised of teachers, administrators, and board members to assist with the creation/review and implementation of the strategic marketing plan.

Action Plan 4.2.3: Plan should include a fall back-to-school night and a spring open house.

4.3 Expand opportunities for parents, students, and alumni to give feedback.

Action Plan 4.3.1: Schedule monthly coffees and conversational meetings between school leaders and parents.

Action Plan 4.3.2: Increase the use of online surveys to solicit feedback from parents, students, and alumni.

Action Plan 4.3.3: Develop a plan to keep alumni informed and connected to the school.



KEY RESULT AREA #5: GROWTH, FACILITIES and SCHOOL SAFETY

Strategic Goal: Provide adequate facilities to allow the school to reach optimal enrollment and fulfill its commitment to excellence. Create and implement a comprehensive plan for school safety that will be reviewed annually by the school board and administrators.

Initiatives:

5.1 Determine the desired and projected growth of school, including the necessary facilities to accommodate that growth.

Action Plan 5.1.1: Develop a five-year enrollment projection.

Action Plan 5.1.2: Develop a facilities master plan that will accommodate the projected growth of the school. This plan will detail all facility upgrades needed for current and future students.

Action Plan 5.1.3: Conduct a feasibility study for a major capital campaign for facility growth/improvement and to purchase land to build a comprehensive athletic complex that includes, but is not limited to, a track, football/soccer field, bleachers, lights, scoreboard, concession stands, locker rooms, and restrooms.

Action Plan 5.1.4: Develop a plan to raise the necessary funds to complete the Deep South building.

5.2 Improve and enhance the current facilities to better meet the academic and extracurricular needs of the school.

Action Plan 5.2.1: Relocate the current library and expand the offerings.

Action Plan 5.2.2: Update the computer labs with new laptop computers and tablets.

Action Plan 5.2.3: Convert the current student store into a full-service kitchen.

5.3 Improve school safety with short-term and long-term goals.

Action Plan 5.3.1: Design and implement a complete school safety plan that will address these areas:

- School/Law Enforcement partnerships
- Door systems and locking devices
- Key control and key management
- Lighting systems, inside and outside
- Weapons violence prevention
- Crime prevention
- Vandalism prevention
- Bullying
- Zero-tolerance policies

- Annual school security assessment
- Conflict resolution education
- Safety for school staff
- School bus safety
- Bomb threat guidelines
- School crisis management plan (including a school crisis team)
- Lock-in procedures
- Active shooter on campus – lockdown procedures
- Fire drill
- Earthquake drill
- Athletic EAP
- Non-athletic EAP



KEY RESULT AREA #6: FINANCE AND RESOURCE DEVELOPMENT

Strategic Goal: Create a tuition model that facilitates accessibility to all families who desire a Christian education for their children. Develop and implement a multi-faceted and sustainable financial model and resource plan that enables Valley Christian School to accomplish strategic goals, raise the necessary funds to enhance our school's mission and vision.

Initiatives:

6.1 Develop a coordinated long-term development plan that is supported by all groups within the school.

Action Plan 6.1.1: Identify, recruit, and train parent representatives to serve as annual fund chairs.

Action Plan 6.1.2: Prepare and mail annual fund letters, brochures, and pledge cards.

Action Plan 6.1.3: Identify, recruit, and train an alumni chairman for the annual fund.

Action Plan 6.1.4: Continue Faith Challenge each spring.

6.2 Grow the Annual Fund at a 10% rate per annum and increase parent participation.

Action Plan 6.2.1: Publish an annual report that summarizes the previous year's annual fund campaign and acknowledges families that participated.

6.3 Establish a long-term giving program through estate planning and endowments.

Action Plan 6.3.1: Identify prospects for estate planning.

Action Plan 6.3.2: Create and distribute a planned giving brochure.

Action Plan 6.3.3: Organize and host planned giving seminars for prospective donors.

Action Plan 6.3.4: Develop relationships with at least 20 individual planned giving prospects.

6.4 Develop a long-term capital campaign drive.

Action Plan 6.4.1: Identify, recruit, and train parent representatives to serve as capital campaign chairs.

Action Plan 6.4.2: Identify, recruit, and train an alumni chairman for the capital campaign.

Action Plan 6.4.3: Create a "Case for Support" of the capital campaign and use this to market the drive.

Action Plan 6.4.4: Communicate the details of the capital campaign process to parents and all stakeholders.

6.5 Develop a long term financial plan to ensure the mission of the school.

Action Plan 6.5.1: Create a tuition model that facilitates accessibility to all families.

Action Plan 6.5.2: Increase and retain current donor base.

Action Plan 6.5.3: Become members of ECFA – Evangelical Council for Financial Accountability.

Action Plan 6.5.4: Raise scholarship dollars a year in advance.

Action Plan 6.5.5: Debt reduction.