

Strathroy Community Christian School

Strategic Plan: 2015-2019

Part 1: Mission Statement, Vision, and Plan

The Board of Directors of Strathroy Community Christian School is committed to a process of intentional strategic development to intentionally move the school forward and position it well for the future to ensure quality Christ-centred education is available within the Strathroy area for years to come. The strategic planning process at SCCS includes reviewing the mission and vision as well as the current strategic plan to assess for areas of strength as well as areas of opportunity. The current strategic plan, approved by the Board in 2011, provided the strategic direction for the school from 2011-2015. The following strategic plan was presented to and approved by the Board in May 2015 and it sets the strategic direction for the next 4 years (2015-2019).

The Board affirms the following mission and vision of SCCS.

Mission – To provide quality, Christ-Centred education

Vision – To provide outstanding, transformative education of mind, body and spirit so that God will be glorified in the Strathroy community.

Plan – Strathroy Community Christian School will achieve its vision through specific actions toward excellence in:

- **Program**
- **Finances**
- **Facility**

Part 2: Actions, Accountability and Timelines

The Board has determined goals in each of the three strategic initiatives Program, Facility, and Finances. Each initiative area includes a description of the strategic initiative, a desired outcome and situation summary to provide information about the current situation and rationale for the strategic direction. Each initiative area also includes detailed action items and tasks to provide direction in the implementation of the plan.

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A. Program:

Strategic Initiative Description: Enhance and maintain a thriving learning community to enable each student to realize their God-given potential.

Desired Outcome: Educational programs which maximize each student's ability to realize their God-given potential.

Situation Summary: SCCS is a distinctly Christ-centred school community that is committed to offering a transformative education focused on 100% student engagement while ensuring program, curriculum, materials, tools, and teaching strategies are relevant to the 21st century world and learning environment. To enable these outcomes, this strategic plan initiative will focus on engagement and instruction, infrastructure and tools for learning, staff competencies and practices, effective feedback on each student's learning process, and finally collaboration with the broader community.

Action	Year	Accountability
<p>Engagement and Instruction</p> <ul style="list-style-type: none"> • Meaningful learning opportunities connected to the adult world • Skill based instruction as well as age based instruction • Introduction of Project Based Learning components such as: peer editing protocols, multiple drafts and high quality work • Teacher collaboration aimed at designing learning experiences 	1-3	Principal
<p>Infrastructure and tools for learning</p> <ul style="list-style-type: none"> • Technology being used as a tool to demonstrate student achievement, learning and growth • student to device ratio which allows each student to research and learn on demand • Learning opportunities based on using real-time software (Skype, GoTo Meeting, FaceTime, etc.) with other schools 	1-4	Principal
<p>Staffing “awesome Adults”</p> <ul style="list-style-type: none"> • A built in flexibility and nimbleness (financial and human resource) to respond to the changing needs of students throughout the year. • Hiring academic coaches who support the learning initiatives • Clarify the roles within the Bridge (learning support) for EA's, CYW's, PSW's and Social Workers • Professional development design to enhance the learning community (aimed at above initiatives) as well as PBL, 21st century skills and inquiry based instructional practices 	1-3	Principal

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Feedback Loop <ul style="list-style-type: none"> • Develop and implement a report card which displays growth as well as achievement • Replace CTBS with MAP tracking • Develop tracking methods to demonstrate impact of learning environment on student outcomes 	1-4	Principal
Invitations to Collaborate and celebrate <ul style="list-style-type: none"> • Encouraging and supporting community engagement and involvement within the Strathroy catchment area 	1-2	Principal

B. Facility:

Strategic Initiative Description: Explore facility development options to create a high quality learning environment in support of the Program Strategic Initiative

Desired Outcome: A state-of-the-art educational facility which maximizes each student's ability to realize their God-given potential, and is a resource for the broader community.

Situation Statement: SCCS opened the doors of its new facility just over 20 years ago. At this point in our history, the physical capacity of this building is challenged each school day due to the pressures of increased student enrollment and the goal of 100% student engagement. Optimizing student engagement recognizes that learning and teaching requires flexible learning spaces for classes, individuals, and groups of students. In order to work towards the vision of SCCS, exploration of options for further school facility development is necessary to create functional, flexible, and open workspaces which; are designed to meet current and future technological needs; enable hands-on learning; allow for specific workspaces such as: science, art, music, and project based learning; includes environment attributes (i.e. Green roof, LEED design); and encourages community partnership and collaboration.

Action	Year	Accountability
Appoint a building committee to lead facility development and design process <ul style="list-style-type: none"> • determine learning and common spaces needed to fulfill program requirements of SP • determine design options through site visits and with architect • determine costs and scope of facility development • hire contractor to lead and complete building process 	1	Board

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C. Finance:

Strategic Initiative Description: To build and implement a new financial model for SCCS.

Desired Outcome: Fund the other strategic initiatives of this plan and ensure that all families who choose to do so, can afford to send their children to SCCS.

Situation Summary:

SCCS uses a 'per family' tuition rate that is the same for each family, regardless of the family's ability to pay, or other Christian education tuition commitments. The cost of tuition is a significant barrier to some families who desire to have their children attend SCCS. Our tuition assistance program is underfunded and therefore helps only a handful of families. Through the annual budgeting process, the cost of tuition is determined based on the budgeted cost of strategic priorities and offset by the projected fundraising revenue. Increases in operating expenses are difficult to absorb because all fundraising dollars are already allocated before they are raised. Changes need to be made to our tuition structure and our fundraising and budgeting methods in order to achieve the objectives in our strategic plan.

Action	Year	Accountability
Tuition structure <ul style="list-style-type: none">• explore options for tuition assessment	1	Finance: Risk Management & Planning
Tuition assistance <ul style="list-style-type: none">• explore bursary/scholarship options	2	Finance: Risk Management & Planning
Income streams <ul style="list-style-type: none">• explore options for revenue generation aside from tuition• grants• facility rental	1-3	Grant Writer, Principal, Finance: Development & Planning
Appoint a capital campaign committee to lead donation requests from SCCS' supporting community	1-2	Board