



CALVIN CHRISTIAN SCHOOL

Strategic Plan 2010-2015

Jan. 5, 2010

Calvin Christian School Strategic Plan: 2010-2015

Mission: The mission of Calvin Christian School, in cooperation with the home and church, is to teach the whole child from a Biblical worldview, founded in the Reformation, providing children from Christian families with an excellent education for a life of Christ-centered service.

Introduction: The purpose of this Strategic Plan is to focus the efforts of Calvin Christian School (CCS) on carrying out its mission for the next five years.

The Strategic Plan was created through a process involving a number of volunteer committees, each of which focused on a specific area. Committee members were selected from a wide spectrum of the CCS constituency. Each committee prepared a report for its specific focus area, and these reports are available to those assisting in the implementation of the Strategic Plan. However, the Plan is not simply a compilation of the committee reports. The Strategic Planning Committee, which was composed of the chairs of the various focus area committees, the president of the Board, and the school superintendent, reviewed all of the reports, and synthesized them into a draft plan, making various additions, deletions, modifications and clarifications. The draft was then reviewed by the Board which again made various additions, deletions, modifications and clarifications which were reviewed by the Strategic Planning Committee. After final review by the Board, the Strategic Plan was approved in its current form by the Board of Directors of CCS on December 1, 2009.

This Plan is organized into seven sections, which correspond to the specific focus areas of the committees, as follows:

- Advancing the CCS Mission
- Admissions and Enrollment
- Sustaining Excellence in the Academic Program
- Pursuing Excellence in the Co-curricular Program
- Financial Sustainability
- Fund Development (Endowment and Capital Campaigns)
- Facilities

The Board will have the responsibility of implementing the Strategic Plan and of monitoring the progress in implementation. To accomplish this goal various

initiatives have been assigned to a specific person/committee/task force with a target date for completion. The initiatives are listed in order of priority. It is also important to note that Strategic Plan does not include initiatives that CCS has already undertaken. The Board will prepare periodic reports on the progress made in the implementation of the Strategic Plan.

Advancing the CCS Mission

Goal Statement: The first goal is to strengthen and advance the impact of the CCS mission as an anchor to the heritage of the school, a catalyst for fresh thinking and new initiatives, and a guide for short and long-term decision making.

INITIATIVES

1. Intentionally recruit board members who understand the mission of Calvin Christian School and understand the Reformed perspective on education. Consider interviewing potential board members before they are asked to stand for election.
2. Develop and implement professional growth and training programs that will ensure that the Board and all stakeholders understand, endorse, embrace, articulate, and implement the Mission and Core Values.
3. Carefully and effectively incorporate presentation of the Mission and Core Values in the hiring and interview process to ensure that all new employees of CCS, including coaches and part-time personnel are in accord with the Mission and Core Values.
4. Train and equip administrators, admissions staff, and members of the Admissions Committee to articulate, promote, and illustrate effectively the Mission and Core Values in and through the admissions process, including the new parent interview and orientation.
5. Strengthen the formal program (e.g., annual professional growth and in-service programs, formal administrative review and evaluations, goal setting, mentors) that will enable teachers effectively to integrate the Mission and Core Values into their subjects and classes, and that will hold them accountable for doing so.
6. Expand the emphasis on the service aspect of the mission statement.
7. Integrate the Mission and Core Values into the lives of students in all curricular and co-curricular programs.
8. Establish a plan that will communicate and demonstrate to all CCS constituencies how the Mission and Core Values impact the life of the school.
9. Ensure that the ongoing curriculum reviews include an evaluation of the integration of the Mission and Core Values into the CCS curriculum and programs.
10. Require administrators to illustrate the integration of the Mission and Core Values into all aspects of the school program in their communications to the Board and school community.

Admissions and Enrollment

Goal Statement: Calvin Christian School will pursue all feasible measures to achieve enrollment approaching maximum capacity.

INITIATIVES

1. CCS will prepare and adopt a written comprehensive promotion and student recruitment and retention plan. The plan may include, but is not limited to, the following elements:
 - a. Communicate with first year parents and students on a periodic, ongoing basis to determine the level of satisfaction with CCS.
 - b. Collect accurate data on why families withdraw from Calvin Christian School through improving the exit interview process, online surveys, and contacting students. Use statistical analysis of retention after the first year and succeeding years for evidence based decision making and improvement of retention.
 - c. Make the website a top priority for student recruitment and ensure that it is regularly and consistently updated. Expend the resources necessary to make it outstanding.
 - d. Consider hiring a consultant(s) to assist in the preparation of the plan.
 - e. Promote the change to cost based budgeting and advertise more broadly how the tuition aid program makes it more possible for students from lower income families to attend Calvin Christian School.
 - f. Form a strategic relationship with local churches and with local Christian elementary schools that focuses on encouraging 8th grade graduates to attend Calvin Christian High School.
 - g. Publicize students recognized for excellence (e.g., list number of National Merit scholars in the last 5 years, list how many high school graduates go on to college, and give examples of colleges that the graduates will attend).
 - h. Take intentional steps to increase current parent and student involvement in the recruiting process, possibly including having a committee of graduates and/or parents to follow up campus tours with an encouraging phone call or visit.
 - i. Provide more opportunities for all families to have a sense of ownership.
 - j. Promote the school through communications targeted to Christian families.
 - k. Produce a report similar to the public School Accountability Report Card (SARC) and put it in a prominent location on the website.
 - l. Communicate more clearly and more broadly the advantages of a small school (e.g. more opportunities for extracurricular activities, smaller class sizes)

- m. Explore offering scholarships to reach the demographic populations in the community that are underrepresented at CCS.
- n. Increase student and parent access to teachers.
- o. Analyze and improve the interview process to ensure its effectiveness from start to finish.
- p. Continue to explore alternative enrollment options (e.g., part-time students) to tap into the home schooling movement and give the school more exposure.
- q. Utilize local newspapers to publicize graduation, show photographs of graduating students and their accomplishments, and publicize special events.
- r. Publish a standardized, brief and personal biography for each teacher including education, teaching credentials, experience and a link to his or her web site.
- s. Consider using community venues for CCS programs to provide more exposure for CCS.

Sustaining Excellence in the Academic Program

Goal Statement: Identify and pursue specific actions and objectives that will enable CCS to define and achieve excellence in the teaching and learning environment.

INITIATIVES

1. Adopt and publish a clear and concise definition of excellence as it applies to CCS in all areas of its curriculum and program.
2. Strongly consider implementing Spanish language instruction at the primary levels.
3. Conduct a review of all academic programs in grades K-12 with the goal of sustaining excellence and develop an effective procedure for the addition or deletion of programs.
4. Complete a comparative analysis of CCS to respected public and private schools in key areas that measure the success and health of a school.
5. Implement the best practices for administrative review of each teacher's performance during his or her entire tenure at CCS to encourage continuing professional growth and development and to involve students, parents, peers, as well as administrators in the review process.
6. Provide opportunities for administrators to gain additional knowledge of curriculum development, teacher development and teacher evaluation.
7. Require each graduating senior to do a final project/presentation/portfolio that shows his or her academic progress and that answers key questions about his or her spiritual growth and Christian commitment.
8. Make the high school library excellent. Explore adding a library to the elementary school.
9. Further integrate information technology into the elementary curriculum. Explore the feasibility of creating "smart classrooms" that would enhance our capacity for greater curricular possibilities such as on-line classes for home school students and others.
10. Study the feasibility in the near term of expanding the foreign language program at the high school level. (Explore numerous language options including Latin and Mandarin Chinese).
11. Vigorously pursue the most highly-qualified Reformed teachers and administrators wherever they may be (including national universities and non-traditional venues).

Defining and Pursuing Excellence in the Co-curricular Program

Goal Statement: Identify and pursue specific objectives and actions that will enable CCS to define and achieve excellence in its co-curricular programs.

INITIATIVES

1. Adopt a written philosophy of the role of athletics at CCS and the expectations for athletes and coaches with reference to the Mission and Core Values.
2. Build an auditorium on the CCS campus that would support the fine arts program, provide a venue for chapel, and provide more and better opportunities for students to participate in co-curricular programs that will maximize their talents and interests and build their leadership potential. This would also better support the athletic program by freeing up the gym for sports specific activities while providing the fine arts department and community with a venue that would serve a variety of program and community needs.
3. Establish and implement plans and programs that will develop leadership and enhance commitment in co-curricular programs.

Financial Sustainability

Goal Statement: Identify opportunities and actions that provide short term benefits to support long term viability of Calvin Christian School.

INITIATIVES

1. Study the feasibility of altering timelines for budgeting and hiring which might include holding contracts for some staff whose position may be affected by decreased enrollment until such time as a more accurate estimate of actual enrollment can be made.
2. Establish and implement an annual budget calendar that would more effectively relate offering staff contracts and fixed and variable expenses to actual student enrollment.
3. Implement additional tuition payment policies and protocols that include incentives and options for families to pay tuition on time:
 - a. Direct pay (auto-pay from bank account).
 - b. Credit card. This reduces net to CCS; however, based on loyalty programs, etc., families paying via credit card and paying balance at end of billing cycle can objectively benefit.
 - c. Charge a late payment fee if tuition payments are past due.
4. More effectively utilize available historic data and other evidence in preparing school budgets and managing school finances.

Fund Development (Endowment and Capital Campaigns)

Goal Statement: Initiate and develop a sustainable long term strategy for raising and securing financial resources which: (1) permits CCS to make necessary capital improvements which meet its educational and curricular needs; (2) achieves targeted growth in the endowment fund which, when combined with the tuition and other income sources available to CCS, permits affordable education for families desiring Christian education for their children; and (3) is properly integrated and coordinated with the annual fund drive traditionally conducted by CCS.

INITIATIVES

1. Articulate a general message for fund support which includes:
 - a. a brief history of CCS and the giving of past generations that has benefited the current generation, as an encouragement for giving by current and future generations;
 - b. an affirmation of the commitment of CCS to remain true to its mission as articulated in the mission statement; and
 - c. a case for support for the broader evangelical community which considers the desirability and necessity of providing affordable Christian education to current and future generations of Christian families in San Diego North County
2. Create and implement a development and marketing strategy to support the ongoing fund raising efforts of CCS, including marketing literature, creation of a website page specific for fund raising, targeted mailings or campaigns, personal visits, and specific strategies for donor development.
3. Set goals and targets for the fund development and planned giving, including action steps and financial results.
4. Conduct a survey of potential supporters for the purpose of determining what specific attributes of Christian education in general or of CCS in particular would cause them to consider supporting fund development.
5. Create and maintain a potential donor database, including consideration of purchasing a specific technology application.
6. Make the Planned Giving Program and the market strategies and planning opportunities known to potential donors.

7. Develop and implement a Planned Giving Program, which will include awareness by CCS fund development personnel of market strategies and planning opportunities and the circumstances of specific donors or donor groups and being prepared to match the strategies and opportunities with specific donors.
8. Define and adhere to standards or a code of ethics which will guide fund development activity and provide appropriate stewardship of donors.
9. Have a system of measuring how well the fund development strategy was implemented and the results of the strategy in comparison to the goals and targets.
10. Periodically review the goals, targets and results with a view toward modifying the fund development strategy.
11. Establish a policy for gift acceptance and allocation.
12. The CCS person(s) responsible for restricted fund development will actively partner with and utilize the resources available at Barnabas Foundation as well as other providers.
13. At such time as a capital campaign is contemplated, undertake a separate process to develop a specific case for support and based on research and analysis develop a specific strategy for executing the capital campaign
14. Study the feasibility of hiring a full-time or part-time Director of Advancement and develop a description of responsibilities for this position.

Facilities

Goal Statement: Provide facilities that are efficient, well maintained, aesthetically pleasing and enhancing the value and quality of Calvin Christian School.

INITIATIVES

1. Assess our facilities and its systems in terms of efficiency and aesthetics and explore new technologies that may provide cost savings in areas such as HVAC systems and their controls, efficiency of aging water fixtures, and lighting efficiency.
2. Evaluate our current maintenance schedules and record keeping in terms of effectiveness and completeness and implement any needed changes. This evaluation should include as built drawings for all facilities and systems and a comprehensive review and/or record keeping for maintenance of all equipment and systems.

3. Research new ways to generate revenue with our current or new facilities and implement those that may be profitable (e.g., thrift store, renting of existing facilities and sports fields, new preschool locations)
4. Regularly review the need for new facilities or improved aesthetics and upgrading of existing facilities and make cost effective improvements.
5. The Long Range Planning Committee should continue its work of prioritizing the long range plans of CCS and preparing a written four year plan.
6. The Property and Transportation Committee should continue its work of prioritizing the work to be done each year and preparing a written work plan.