

STRATFORD AND DISTRICT CHRISTIAN SCHOOL STRATEGIC PLAN

January 2010

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Mission Statement

As a vibrant partner in our Christian community, Stratford and District Christian School offers students challenging, exceptional Christ centered programs on our expanding campus.

Vision Statement

Reaching out to the community, Stratford and District Christian School offers exceptional Christ centered programs which instill faithful Christ like actions in our students

Strategic Planning Background

In December 2002, a representative from Stratford and District Christian School contacted Brenda Tindale of Bredale Associates regarding strategic planning. Brenda was then invited to meet with the board of Stratford and District Christian School to explain the process and answer questions. The board of directors made the decision to proceed with the strategic planning process in the spring of 2003.

As a result of a multi year campaign to build a new school, the strategic plan implementation was suspended for several years. In December 2009, the plan was revived with stakeholder workshops conducted and a survey sent out to the membership. The plan was redeveloped using this information in January 2010. New themes were created based on the workshops and strategic mapping assisted in developing the key result areas under the themes.

A committee was formed to utilize this information and develop the plan. The committee consisted of Deanne Dolton, Fred Koskamp, Mark Rauser, Brian Super, Dave Straatsma, Lyndon Kowch, Gerald Pol, Tom Crerar, Marjorie Vanmeurs, and John Slater.

Brenda Tindale facilitated all sessions.

FIVE YEAR STRATEGIC PLAN

THEMES AND KEY RESULT AREAS

Theme: Program Excellence

	Year
Student Discipleship	3
Teacher Skills Development	3
Full Time Kindergarten	4
Single Grade Possibilities	6
Resource Program	4
Academic Benchmarking	4
School Wide Professional Development Requirements	4
Classroom Assistance	5
Extra/Co curricular Activities	5
Program Evaluation	4
Preschool / Day School	5
High School	7

Theme: Financial Stewardship

Debt Reduction	3
Employee Compensation	5
Tuition Costs	4
Fundraising Strategy	4

Revenue Generation	4
Endowment Fund	3
Grants, Trusts and Foundations	3

Theme: Community Involvement and Impact

University Partnerships	4
Community Outreach	4
Community Communication	5
Student Service Projects	4
Internal Community Relations and Communication	3
Marketing Strategy	3
Alumni Relations	5

Theme: Effective School Governance

Governance Model	3
Board Member Roles and Responsibilities	5
Committee Mandates and Roles	5
Administrative Structure	4
Policy Review	5
Board/Membership Communication	5

Theme: Campus Development

Future Campus Development	6
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Strategic Years

Year 1	November 2003 – August 2004
Year 2	September 2004 – August 2005
Year 3	January 2010 - December 2010
Year 4	January 2011 - December 2011
Year 5	January 2012 - December 2012
Year 6	January 2013 - December 2013
Year 7	January 2014 - December 2014

Note: A multi year project to build a new school began in late 2005 and as a result the strategic plan was suspended for a few years.

Stratford and District Christian School Strategic Plan **Year 3 Operational Plan**

Theme: Program Excellence

Key Result Area #1 Student Discipleship

Objective 1

To create a school wide discipleship program

		Performance Indicator	Accountability	Target Date
Goals				
1.1	- By defining the term discipleship as it applies to the school program	Written definition to Program Committee	Dave Straatsma	Mar 1/10
1.2	- By researching the variety of discipleship programs which already exist	Written executive summary on each option to Principal	Louise Driedger	Mar 1/10
1.3	- By developing a draft of a potential discipleship program	Written draft to Program Committee for input	Dave Straatsma	May 30/10

NOTE: All written reports must be given to the strategic planning coordinator (also)

		Performance Indicator	Accountability	Target Date
Goals				
1.4	- By writing the discipleship program for implementation, including executive summary	Written program & executive summary to Board for FYI	Marjorie Vanmeurs	Sept 3/10
1.5	- By training staff on the discipleship program	Training begun	Dave Straatsma	Sept 30/10
1.6	- By implementing the discipleship program	Program started	Dave Straatsma	Jan. 3/11

Key Result Area #2 Teacher Skills Development

Objective 1

To integrate computers into the curriculum

		Performance Indicator	Accountability	Target Date
Goals				
1.1	- By creating a school standard for computer literacy	Written standards	Marjorie Vanmeurs	Mar 30/10
1.2	- By upgrading teachers to a school standard for computer literacy	Training complete	Dave Straatsma	July 30/10

Theme: Financial Stewardship

Key Result Area #1 Debt Reduction

Objective 1

To manage our long term debt

Goals	Performance Indicator	Accountability	Target Date
1.1 - By creating an ad hoc committee to manage the debt outside the budget	Committee created	Mark Rauser	Jan 30/10
1.2 - By preparing a long term strategy that meets the mandate	Written strategy to Finance	Mark Rauser (ad hoc chair)	June 30/10

NOTE: All written reports must be given to the strategic planning coordinator

Key Result Area #2 Endowment Fund

Objective 1

To formalize our endowment fund

Goals	Performance Indicator	Accountability	Target Date
1.1 - By implementing the structure with CSS for our endowment fund	Fund structure	Fred Koskamp	Apr. 15/10
1.2 - By identifying an in house person to oversee the endowment fund, including training	Person in place and trained	Fred Koskamp	Apr. 15/10

Key Result Area #3 Grants, Trusts and Foundations

Objective 1

To capitalize on grants, trusts and foundations

Goals	Performance Indicator	Accountability	Target Date
1.1 - By recruiting an individual to oversee the objective, with job description	Recruitment	Fred Koskamp	Apr. 15/10

Theme: Community Involvement and Impact

Key Result Area #1 Marketing Strategy

Objective 1

To develop a marketing strategy

Goals	Performance Indicator	Accountability	Target Date
1.1 - By completing a 5 year marketing plan, with timelines	Written plan to Promotion Committee	Brian Super	June 30/10

Key Result Area #2 Internal Community Relations and Communication

Objective 1

To improve Board to membership communications

Goals	Performance Indicator	Accountability	Target Date
1.1 - By determining a variety of mechanisms to improve Board transparency (ex. member login on website, town hall meetings, members attending Board meetings)	Written methods to Board	Fred Koskamp	Mar 31/10
1.2 - By Board putting procedures in place to improve	Written procedures	Fred Koskamp	Nov 2010

to membership

Membership meeting

Theme: Effective School Governance

Key Result Area #1

Governance Model

Objective 1

To implement the best governance model for school operations

Goals	Performance Indicator	Accountability	Target Date
1.1 - By creating a governance organizational chart for the Board structure	Written chart to Board secretary	Fred Koskamp	Feb 28/10
1.2 - By researching other models of governance	Written research on models to Board	Fred Koskamp	Apr 30/10
1.3 - By determining which model to utilize for future growth, including organizational chart and rationale	Written model determined & to Board	Fred Koskamp	Oct 30/10
1.4 - By creating mandates for all committees in the organizational chart	Written mandates in committee binders and Board manual	Fred Koskamp	Dec 15/10

Next Steps

1. Report typed and sent to Lyndon Jan 22, 2010
2. Presentation to Board for approval Jan 27, 2010
3. Presentation to committees, accountable people, staff by Feb 5, 2010
4. Presentation to membership February 2010
5. Strategic planning information communicated in your newsletter (create a corner in the letter or a separate page on a hot colour that is used only for planning information)
6. Create a central strategic planning binder ASAP
7. All reports from plan to be given to Lyndon for strategic planning binder. A separate binder should be kept for each year of the plan with all written reports from that year included in the binder
8. Strategic plan display/bulletin board in front hall
9. Communication strategy to Lyndon. Prepare a strategic plan in review from the past efforts. This should celebrate the successes of the previous plan.
10. Decide on the status of the strategic planning committee.
11. Determine how to proceed with year 4. This event should take place in late November or early December of 2010. If you wish to have Brenda back to assist with this, please book early so you get your desired date.

Strategic planning coordinator must keep accurate records of what has been accomplished with dates and what hasn't been accomplished with reasons

APPENDIX

Contains information that is relevant to the creation of the strategic plan

Appendix 1: Vision Review

Vision Statement 2003 - 2005

As a vibrant partner in our Christian community, Stratford and District Christian School offers students challenging, exceptional Christ centred programs on our expanding campus.

The following is a review of the successes in the previous strategic planning efforts which indicate that the above vision has been achieved.

Partnering with our Christian community:

- bi-weekly meetings with pastors from all walks of faith in the school
- involved in community worship services
- involved in Christian community events ex. Kid fest
- Youth for Christ com to school once per year
- partnership with House of Blessing
 - food drives
 - clothing drives
 - kids help out
- partner with Dominican Republic school - building and financial support
- inviting broader community to school events
- promotion of school in various churches

Exceptional Programs

- active award winning band recognized within the community
- respectful school environment promotes learning
- 75% on CTBS - cross country results
- have computer lab - training still needed for staff

Expanding Campus

- new school built
- phase 3 of building on paper and ready for future expansion

Appendix 2 - Strategic Mapping

Appendix 2: Strategic Mapping

The following are the workshop themes and key result areas that were developed by the committee as a result of the workshop information.

Theme: Program Excellence

- Student Discipleship
 - School Wide Discipleship Program
 - possible school developed program from kindergarten to grade 8
 - buddy program
 - Mentorship Program (year 4)
 - partnering with a Christian organization for mentorship training
 - possible emotional intelligence training
- Teacher Skills Development
 - computer training for staff
 - professional development on various skills
- Full Time Kindergarten
- Single Grade Classrooms
 - investigating the possibility of having single grades - costs and benefits
- Resource Program
 - gifted and special needs
- Academic Benchmarking
 - provincial standardized testing in the school
 - measuring high school performance of our graduates
- School Wide Professional Development Requirements
 - identifying what specialized teachers are needed and recruiting and/or training staff to fit the school needs
 - more full time staff
 - less staff changes on a daily basis
 - succession planning for staff
- Classroom Assistance
 - -EA's, parent volunteers, external volunteers
- Extra/Co curricular Activities
 - field trip bussing, sports programs

- Program Evaluation
 - Do we really need to teach everything?
 - skills vs. content
 - classic education vs. contemporary education
 - study skills need to be taught
- Preschool / Day School
 - school philosophy on whether to go in this direction
- High School
- school philosophy on whether to go in this direction
- satellite partnership with an existing high school

Theme: Financial Stewardship

- Debt Reduction
 - plan in place to manage our debt
 - lock in for long term now while interest rates are low
- Employee Compensation
 - OACS grid, benefits, prep time
- Tuition Costs
 - possible limits placed on escalation of tuition
 - tuition reduction - how to do this?
- Fundraising Strategy
 - where do we get fund from and how are they managed?
 - hours put into each fundraiser for the money raised
- Revenue Generation
 - methods to generate income from our facility
 - business opportunities related to the school to raise money ie. used items store
- Endowment Fund
 - structure needs to be put in place and money needs to go into it
- Grants, Trusts and Foundations
 - possible paid person who gets a percentage of money raised

Theme: Community Involvement and Impact

- School Promotion
 - develop a marketing strategy for the school
- University Partnerships
 - discuss partnering opportunities with the new university project in town
- Community Outreach
 - going into the broader community
 - community survey of how we are viewed
 - determining, with school philosophy, who we wish to connect with
- Community Communication
 - possible communication officer who monthly contributes information about the school
 - keeping politicians and media up to date on who we are and what we are doing
 - advertising, website updating
- Student Service Projects
 - getting the students into the community
 - field trips
 - Hamlet Estates
 - Spruce lodge
 - Mission trip
- Internal Community Relations and Communication
 - staff to parent communications
 - volunteer recruitment
 - prayer groups
 - board to membership communications
- Alumni Relations

Theme: Effective School Governance

- Governance Model
 - methods of recruiting board members
 - more interdenominational board members

- determining the governance model for running the school
- Board Member Roles and Responsibilities
 - need an up to date board manual
- Committee Mandates and Roles
 - committee mandates need to be updated
- Administrative Structure
 - development director, vice principal
 - amount of administrative time needed
- Policy Review
 - up date our policies
- Board/Membership Communication
 - executive summaries of board highlights from meetings

NOTE: The committee determined that most of the KRA's for governance would be placed in year 5 since they would be reviewed during the SQAP process that is scheduled to begin in the spring of 2011.

Theme: Campus Development

- Future Campus Expansion
 - completion of phase 2
 - completion of phase 3
 - specialty rooms
 - playground development - find the money

Appendix 3 - Action Research

Action Research - Day 1

What Went Well

1. Lunch was really good
2. Vision and mission statement review and clarity
3. Vision statement is now mission statement
4. Neat how we compliment each other
5. Group worked well together quickly enough?
6. We haven't missed stuff - more comfortable going through this
7. Energy of the group
8. New people and experienced strategic planning people
9. Liked the pace of the day
10. Prefer this location over a gym

What Concerns

1. Zoned out mid afternoon
2. Debt stands out as primary item
3. Overloaded ourselves
4. Can we fulfil the written reports?
5. Are some of the workshop items being dealt with

Action Research - Day 2

What Went Well

1. Followed everything today
2. Process was easier than last time and more effective
3. One issue flowed into the next
4. Great learning experience

What Concerns

1. Some things from old strategic plan not addressed
2. No break in the afternoon