



# STRATEGIC PLAN

## Original Strategic Planning Committee

2004-2005

John Long, II, Chairman

Jeff Anderson

Jeff Badger

Jim Fox, Jr.

Lynn Franks

Brian Mathias

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## 2010-2011 Annual Updated Edition

### Strategic Planning Committee

Mike Levensgood, Co-chair

Al Brumbley, Co-chair

Jeff Anderson

Jeff Badger

Jim Fox, Jr.

Mike Magee

Holli Quillin

**Commit your work to the Lord and your plans will be established.**

-Proverbs 16:3

**Without counsel, plans fail, but with many advisors they succeed.**

-Proverbs 15:22

**May He grant you your heart's desire and fulfill all your plans.**

-Proverbs 20:4

*With humble reliance upon the Lord Jesus Christ and His provision, we prayerfully seek God's grace to enable SCS to accomplish the goals and strategic initiatives set forth in this strategic plan. May God continue to bless Salisbury Christian School, its students, families and staff.*

## **Administration**

### ***Goal***

The SCS administration will lead, operate and manage the school with excellence and integrity in furtherance of the mission and vision of the school and in accordance with policies established by the Board.

### ***Rationale***

The day-to-day operations at SCS are delegated to the administration to implement and maintain the programs that pursue academic excellence based upon Biblical truth and a Christian worldview. Gifted servant leadership in the administration is essential to accomplish desired goals and objectives.

### ***Strategic Initiatives***

1. Identify, develop and utilize the leadership gifts of the SCS faculty and staff.
2. Nurture and communicate the culture of SCS both internally and externally.
3. Hire and retain academically qualified, Christian teachers with integrity, stability, love for children, and dedication to Christian education.
4. Set clear and attainable goals for faculty and staff and regularly assess progress toward such goals.
5. Review and assess operational procedures and organizational structure.
6. Establish and implement a marketing plan.

## **Admissions**

### ***Goal***

SCS will enroll students from Christian families who will learn, develop and succeed within the school culture and community.

### ***Rationale***

Education is incomplete when God is ignored. To help Christian families keep God at the center of their children's education, SCS offers a Christ-centered program that reinforces the values established at home and in church.

### ***Strategic Initiatives***

1. Continue marketing programs consistent with the Admissions goal and rationale.
2. Encourage a diverse student body racially, culturally, ethnically and socio-economically.
3. Require that at least one parent of each school family profess Jesus Christ as Lord and Savior.
4. Create and implement programs and methods to encourage student retention.

## **Christian Distinctive**

### ***Goal***

SCS will place Christ first in all things, promote a Biblical worldview and encourage Christianity as a lifestyle throughout its curriculum and program.

### ***Rationale***

Our foundational scripture states that “In all things ..... Christ [is] Pre-Eminent” (Colossians 1:18). Accordingly, SCS will exemplify and honor the Lord Jesus Christ in all areas of service by promoting unity in Christ with uncompromising Biblical standards as a foundation for academic excellence.

### ***Strategic Initiatives***

1. Challenge all members of the SCS community to develop a growing relationship with the Lord Jesus Christ.
2. Develop and maintain community and interpersonal relationships based upon the Biblical principles of unconditional love, integrity and respect.
3. Provide opportunities for students to develop and utilize their spiritual gifts and talents.
4. Partner with churches and pastors to disciple and minister to students to promote maturity and unity in the Body of Christ.
5. Foster a Christ-centered atmosphere as the basis for SCS culture.
6. Integrate faith and learning.

## **Curriculum and Program**

### ***Goal***

SCS will strive for academic excellence through a Christ centered curriculum and program that enhances the learning experience and equips students spiritually, socially, physically and academically to fulfill their God-given potential.

### ***Rationale***

A comprehensive curriculum and program is necessary to prepare students for higher education and future careers. Educational and spiritual development leads to healthy and productive lives that honor God.

### ***Strategic Initiatives***

1. Annually review Biblically-integrated curriculum guides for pre-kindergarten through 12th grade.
2. Emphasize research and study skills.
3. Strengthen and expand fine arts programs and opportunities.
4. Explore research-based curriculum options, assessment methods, and scheduling alternatives.
5. Incorporate the use of non-classroom facilities, internships and summer programs.
6. Integrate current technology to enhance the educational process.
7. Recognize different learning styles and consider individual educational needs in the development of curriculum.

## **Development and Fundraising**

### ***Goal***

SCS will cultivate relationships with individuals and organizations to further the mission of the school through financial and non-financial support.

### ***Rationale***

Informed and committed constituents are more likely to support SCS and its mission. Such assistance helps to provide the tools necessary for excellence in all facets of its program while tuition remains affordable for as many families as possible.

### ***Strategic Initiatives***

1. Maintain a position within the SCS organization that is responsible for the coordination of development and fundraising.
2. Identify and prioritize specific goals and objectives for development and fundraising.
3. Devise and implement a system of regular communication with constituencies.
4. Encourage an active alumni association.
5. Encourage the establishment and funding of endowments for specific SCS needs.
6. Develop relationships with churches and other faith based organizations that may support SCS.
7. Identify sources of large gifts and establish appropriate linkages.

## **Facilities and Support Services**

### ***Goal***

SCS will provide optimal facilities and services to support a program of excellence.

### ***Rationale***

Quality facilities and services are Christ honoring and conducive to learning, fellowship and Christian growth.

### ***Strategic Initiatives***

1. Review and enhance the Facilities Plan which addresses maintenance needs, facilities enhancement, campus expansion, and master-site planning.
2. Utilize and coordinate volunteer services.
3. Maintain a food service program which meets all regulatory standards.
4. Assess and consider options to meet the transportation needs of the student population.
5. Encourage parent, student and staff interaction through the PTF and school support groups.
6. Model Biblical stewardship in the maintenance of facilities and services.

## Faculty and Staff

### *Goal*

SCS will recruit, retain, and develop faculty and staff and who profess Jesus Christ as Lord and Savior and who are called, equipped and dedicated to fulfill the mission of the school.

### *Rationale*

Academic excellence in a Christian environment requires well-qualified faculty and staff members with high standards, a strong work ethic and unconditional love for others. The success of the school is directly related to the dedication, spiritual maturity, and well being of all employees as they mentor students.

### *Strategic Initiatives*

1. Recruit educationally well-qualified Christians who model the SCS Foundational Scripture (Colossians 1:18).
2. Retain employees through professional development, mentoring programs, regular evaluations, acknowledgement of achievements, and participation in school policy development.
3. Analyze salaries and benefits to maintain a level commensurate with similarly sized and located ACSI schools.
4. Ensure a favorable student/teacher ratio in the classroom.
5. Provide opportunities for spiritual development and growth.

## Finance

### *Goal*

SCS will exercise Biblical stewardship in its financial affairs, while maintaining sufficient financial stability to uphold excellence and to expand its curriculum and program.

### *Rationale*

Christian schools require financial resources and prudent management to achieve and maintain academic, spiritual and operational excellence.

### *Strategic Initiatives*

1. Analyze and improve the annual budget process.
2. Review and revise the long-term capital budget.
3. Provide data and analysis to make informed decisions to meet faculty and staff compensation goals.
4. Minimize debt without jeopardizing operations.
5. Consider appropriate property acquisition opportunities.
6. Develop and manage resources in a way that honors Jesus.

## **Governance**

### ***Goal***

SCS will be governed in accordance with Biblical leadership principles in conformance with the SCS Foundational Principles.

### ***Rationale***

The Bible is the authoritative source for SCS governance and management. Scriptural principles must be applied to establish policies and standards of accountability, and clearly define leadership roles.

### ***Strategic Initiatives***

1. Incorporate the Policy Governance Model into SCS governance.
2. Establish and review policies, procedures and systems of accountability.
3. Maintain clearly defined responsibilities of the Board of Governors and the administration.
4. Monitor and require adherence to SCS Foundational Principles, the Strategic Plan and its policies.

## **Student Life**

### ***Goal***

SCS will create an educational and spiritual environment that provides students with a broad range of extracurricular activities, guidance services, and healthy lifestyle training that complements the curriculum and program.

### ***Rationale***

Recognizing that each student is uniquely created in God's image SCS provides a diverse selection of extracurricular activities and services that enable students to develop their God-given gifts and talents.

### ***Strategic Initiatives***

1. Refine and support counseling services.
2. Strengthen college and career guidance programs and assistance.
3. Promote healthy life style choices for students.
4. Expand athletic programs when feasible.
5. Enhance extra-curricular and fine arts programs.

## **Appendix**

### **SCS Foundational Scripture**

And he is the head of the body, the church. He is the beginning, the firstborn from the dead, that in everything he might be preeminent.

~Colossians 1:18

### **SCS Mission Statement**

To honor Jesus Christ by offering a comprehensive educational program founded upon Biblical truth and academic excellence.

### **SCS Statement of Faith**

Each member of the Board, and each employee of SCS, having accepted Jesus Christ as personal Savior, shall subscribe annually in writing to the following Statement of Faith:

We believe:

1. In the divine inspiration, infallibility and final authority of the Bible as the Word of God.
2. In one God, the Creator and sustainer of the universe, eternally existent in three persons: Father, Son and Holy Spirit.
3. In the uniqueness of man, by virtue of his special creation in God's image and his responsibility to understand and master the world to the glory of God.
4. The unique deity of the Lord Jesus Christ, the incarnate, virgin-born Son of God.
5. In the representative and substitutionary death of our Lord Jesus Christ as the necessary atonement for our sins.
6. In the power of the Holy Spirit in the work of regeneration and His continuing work in the heart of the believer.
7. In the resurrection of the crucified body of our Lord and that blessed hope, His personal return.
8. In the bodily resurrection of the just and the unjust, the everlasting blessedness of the saved and the everlasting punishment of the lost.
9. In the spiritual unity of believers in our Lord Jesus Christ.
10. In the heterosexual marriage as the only God-ordained family system.

### **SCS Philosophy of Education**

#### **Christian Education:**

The purpose of education is to impart knowledge in order to prepare students for life. The primary responsibility for the education of the child lies with the parents. The interaction of the parents, church, and school forges values and practices that can last throughout the child's life. The Christian school partners with the parent in establishing an orderly and structured setting for learning to take place. Christian education seeks to encourage the students to view the acquisition of knowledge within a worldview that is consistent with the home and church experience of the student.

*In support of the role of the parents and church, there are three unique components of Christian school education:  
the student, the teacher, and the curriculum.*

#### **The Student:**

Humans are created in the image of God and therefore each student possesses incredible worth and potential. As such, each student must be viewed as an individual with unique intellectual, social, and physical capabilities. The student must be an active participant in the educational process for learning to be maximized.

#### **The Teacher:**

The teacher must first have a personal relationship with Jesus Christ and exhibit a passion for the education of children. The teacher must possess a mastery of his subject area and its biblical integration. It is imperative that the teacher knows his students and provides a dynamic and interactive learning environment. In addition to providing academic training, the teacher must also nurture, guide, and promote spiritual growth within the student.

#### **The Curriculum:**

The curriculum must reflect the knowledge of God as well as the theme of the redemption and restoration of man. A Christian curriculum permeates all subject areas. The curriculum must be based upon an excellent academic foundation in which all subject areas are intentionally taught from a Christian worldview.

## **SCS Strategic Focus for the 2010-2011 School Year**

The strategic plan of 2005 has defined goals, rationale, and strategic initiatives that are largely still applicable. They remain relevant and important to continued success. The 2010 strategic planning committee made minor revisions in each of the ten strategic categories.

While the ongoing strategic plan is solid and well supported, there is need for focused annual planning to achieve excellence in changing times.

### *Strategic Focus Initiatives for the 2010-2011 School Year*

1. Increase financial resources from enrollment and development efforts
  - a. Strive to maximize enrollment to reasonable facility accommodations
  - b. Utilize marketing and advertising campaigns
  - c. Use admission data to help in marketing strategy
  - d. Actively communicate the mission and vision of SCS to school families
  - e. Engage in progressive development efforts to establish a process that financially supplements SCS
  - f. Magnify SCS's presence in the community while promoting the mission, vision, and core values of SCS
  - g. As resources increase, continue to escalate teacher compensation
2. Develop periodic publications that communicate SCS's Christian distinctive
  - a. For distribution to SCS families, staff, school partners, and the general public
  - b. Publications may serve to correct false perceptions, encourage more participation, and aid in communicating to the public the identity and purposes of SCS
3. Continue to build excellence within SCS's academic curriculum and program
  - a. Teacher development efforts to focus upon the educational theme: "A passion for student learning"
  - b. Continue academic department infrastructure development to support excellence in each specific content area of the curriculum and program; especially in accordance with accreditation action plan initiatives