



VISION 2010 STRATEGIC PLAN

Strategic Planning Committee 2004-2005

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Introductory Statement

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

-Proverbs 16:3

After almost 40 years of educating children from a Godly perspective, Salisbury Christian School (SCS) stands upon the brink of a new phase of its history. No longer hampered by inadequate facilities, SCS now has the opportunity to serve up to 700 students on the campus in the new Nehemiah Center, as well as in the upgraded Founders Hall and Auld Annex and on recently acquired adjacent properties. With the blessings of God's provision comes the obligation to use what He has given wisely. Many hours of hard work and prayer have resulted in this 5 year strategic plan called "*Vision 2010*".

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

-Proverbs 15:22

Almost 50 persons on 10 task forces contributed analysis and recommendations that have been studied and incorporated into *Vision 2010*. This broad spectrum of opinions and experience has been synthesized into a strategic plan that will provide the framework for the growth of SCS, the enhancement of its program, and the basis for the dual accreditation process with the Association of Christian Schools International and the Middle States Association of Colleges and Schools.

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 *Vision 2010*. May God continue to bless Salisbury Christian School, its students, families and staff.

In all things Christ preeminent. Colossians 1:18

Administration

Goal

The SCS administration will lead, operate and manage the school with excellence and integrity in furtherance of the mission 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.

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. Establish 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. Develop Biblically-integrated curriculum guides for pre-Kindergarten through grade 12.
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 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. Identify or create a position within the SCS organization that is responsible for 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. Establish an 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. Establish a Facilities Plan which addresses maintenance needs, facilities enhancement, and campus expansion.
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. Increase salaries and benefits to 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. Develop a long-term capital budget.
3. Provide resources sufficient 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 Documents.

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 Documents, 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. Consider the expansion of counseling services.
2. Strengthen college and career guidance programs and assistance.
3. Explore health care service options.
4. Promote healthy life style choices for students.
5. Expand athletic programs when feasible.
6. Enhance extra curricular and fine arts programs.