



SALISBURY
CHRISTIAN SCHOOL

2022-2024 Strategic Plan

*Adopted by the
Board of Governors
June 20, 2022*



Preface

In 2019, the SCS Board of Governors developed and published a three-year strategic plan, built around five key areas of the school's functions. Stakeholder input from surveys and in-person forums were instrumental in the development of those strategic planning initiatives. Since that time, the Association of Christian Schools International [ACSI] has published the Flourishing School Culture model, which contains five major domains of flourishing Christian schools. These five domains will guide future school accreditation efforts and related continuous school improvement planning. For consistency and continuity of planning, the Board's future strategic planning efforts will align to these five domains as published by ACSI.

In the spring of 2022, the Board of Governors Strategic Planning Committee reorganized the goals from the 2019-2022 Strategic Plan to fit within the Flourishing School Culture Model. Both the ACSI Flourishing School Culture Instrument and a qualitative feedback survey were administered to faculty, staff, students, parents, and alumni to gather additional feedback related to the progress made on the 2019-2022 goals, and to gather insight on new areas of focus. Sub-committees were formed for each domain, with a representation of stakeholders on each sub-committee. The result of this input and work is this 2022-2024 Strategic Plan, a working document that includes general goals to honor Christ as we continue educational excellence with a Christian worldview. This plan will carry SCS through the next ACSI re-accreditation visit.

The Administrative Leadership of SCS has been directed to develop and annually update the Continuous School Improvement Plan with specific actions that will work toward the attainment of these strategic goals. The Board of Governors offers sincere thanks to those who participated in the formation of this plan.

Board of Governors Strategic Planning Committee

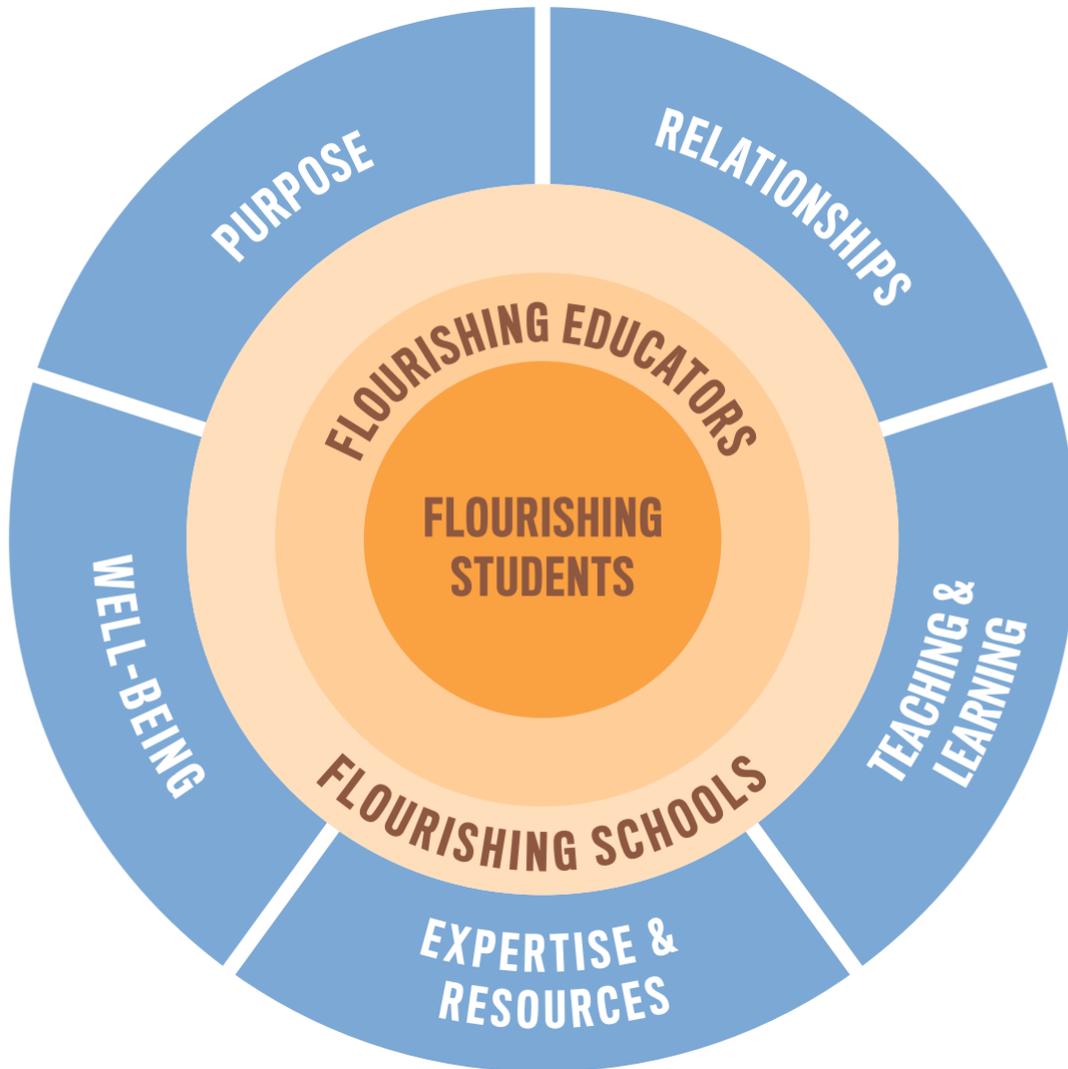
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Commit your work to the Lord and your plans will be established. - Proverbs 16:3
Without counsel, plans fail, but with many advisors they succeed. - Proverbs 15:22
The heart of man plans his way, but the Lord establishes his steps. - Proverbs 16:9
May He grant you your heart's desire and fulfill all your plans. - Proverbs 20:4

Overview of the Flourishing School Culture Model



Source: Association of Christian Schools International [ACSI]

Note: The rationale and scriptural support for each domain presented in this Strategic Plan were derived from the ACSI Inspire Accreditation protocols.

Domain 1: Purpose

This domain focuses on the mission, beliefs, and foundations of the school as a driving force in decision making. Spiritual growth and formation of students and staff should be a priority, and the governing body and Head of School should collaboratively lead within established policies and procedures.

Rationale:

“Where there is no vision, the people perish” (Proverbs 29:18). The goal of Christian education is to train students to think Biblically and articulate their faith, which requires a school to be unwaveringly established upon the foundation of God’s truth as expressed in His Word. School leadership should be committed to building trusting relationships and leading from the heart to attract, develop, and inspire everyone in the school community to achieve their best while walking in God’s wisdom.

(Habakkuk 2:2; John 17:17; Romans 13:1; 1 Corinthians 15:58; Philippians 1:6; Colossians 1:4-5; Colossians 3:17; 2 Timothy 3:16-17)

Goals:

- Continue to foster a climate which cultivates spiritual growth, generating within our students the desire to articulate the positive impact their time at SCS has had on their lives and motivating them to continue living lives of service and obedience.
- Continue building an educational experience established on a biblical foundation with emphasis on scripture memorization, valuation of God’s word, and application of this word to daily life.
- Complete a review and potential revision of the SCS foundational documents, including (1) a list of core values which reflect the culture we want to create and maintain, (2) expected student outcomes that are specific and measurable, and (3) an articulation of admission considerations for applying families.

Domain 2: Relationships

This domain focuses on the fostering of a caring environment and positive school culture and engagement with school stakeholders and other community members.

Rationale:

“Live in harmony with one another” (Romans 12:16). Relationships are foundational to all aspects of Christian education. Ultimately, students flourish in a school culture that is positive and engages families and community members. Open communication allows for mutual support, fosters clear expectations, gives a deeper sense of belonging, and creates advocates that encourage the sustained success of the school.

(Micah 6:8; Matthew 22:35-40; John 13:35; Ephesians 4:1-4; Philippians 2:3-4; Colossians 4:5-6; 1 Peter 3:8)

Goals:

- Strengthen community partnerships, specifically by developing a formal process for the formation of interconnected relationships among the school, students’ families, and churches.
- Create opportunities that foster mentoring, discipleship, and positive relationships, both staff to student and student to student.
- Continue to build and nurture relational partnerships that assist with diversifying sources of revenue beyond tuition and fees.
- Continue to prioritize communication and explore opportunities to streamline communication efforts.

Domain 3: Teaching & Learning

This domain focuses on the instructional programs, which includes curriculum planning and development, student engagement, Biblical worldview integration, the use of assessment to monitor student learning, and teacher development and evaluation.

Rationale:

“Be transformed by the renewing of your mind” (Romans 12:2). At the heart of an excellent academic institution is a highly effective instructional program that closely aligns with the school’s foundational principles and beliefs. The teaching/learning process utilizes best practices, integrates Biblically based learning experiences, and challenges learners to merge knowledge with wisdom in reaching their God-given potential. Curriculum serves as a current and accessible roadmap of instruction to guide students along their spiritual and educational journey, and regular analysis of data enables teachers to make quality decisions that impact daily instructional practices, promoting student growth.

(1 Chronicles 28:19; Psalm 33:11; Proverbs 11:14; Proverbs 15:22; Philippians 1:9-12; 2 Peter 1:5-8)

Goals:

- Continue systematic and ongoing review, implementation, and revision of the SCS Curriculum Map for all grades and all subjects using Curriculum Trak.
- Analyze data to practically inform classroom instruction to address student strengths and areas of concern.
- Pursue a more comprehensive approach to Biblical worldview integration for staff and students.
- Tailor professional development to meet staff interests and schoolwide target areas.

Domain 4a: Expertise

This domain focuses on legal and ethical compliance, teacher and staff qualifications and other human resource processes, and student support services such as guidance and resource programs.

Rationale:

“Let everyone be subject to the governing authorities, for there is no authority except that which God has established” (Romans 13:1). Christian schools should maintain a spirit of transparency which promotes accountability for abiding by legal requirements, building trust, and protecting the school. Additionally, Christian schools should value and support the ever-growing expertise of the professional staff, to support and develop quality instructional programs as well as a wide-range of support services that encourage students through key stages of their development and prepare them for future success as they grow “in wisdom and stature, and in favor with God and man” (Luke 2:52).

(Proverbs 19:20; Jeremiah 29:11; 2 Corinthians 3:4-5; 1 Timothy 4:12; 2 Timothy 3:16-17; James 3:1)

Goals:

- Continue to implement an annual evaluation process with direct feedback for all faculty and staff members, to complement ongoing tailored professional development.
- Annually review policy documents (ie: Employee Manual) and revise, as necessary, to ensure best practices and legal compliance.
- Enhance Guidance Office services to emphasize college and career support for students and families, specifically through curricular resources, college/trade visits to campus, and regular parent communication.
- Explore opportunities for the appropriate and feasible expansion of services provided by the Resource Department.

Domain 4b: Resources

This domain focuses on integrity and sustainability related to financial oversight, long-range resource planning, school facilities and transportation services, and instructional resource provision.

Rationale:

“An overseer, as God’s steward, must be above reproach and be found trustworthy” (Titus 1:7). Good stewardship of resources enables a school to govern and operate effectively while educating students with excellence. Financial transparency and integrity build trust and accountability, and prioritizing planning allows schools to be best positioned for vitality and long-term health. High quality planning demonstrates visionary leadership and well-designed and maintained facilities and resources conveys faithful stewardship of God’s provisions.

(Proverbs 3:5-6; Proverbs 24:27; Psalm 119:1-2; Matthew 25:21; Hebrews 13:18; Philippians 4:19)

Goals:

- Increase employee compensation to get and retain "the best."
- Develop and implement a comprehensive inventory system to include all assets and resources (facilities, technology, etc.) to prepare for future site planning and expansion.
- Diversify and seek sources of revenue beyond tuition and fees.
- Complete a comprehensive transportation analysis to ensure sustainability.

Domain 5: Well-Being

This domain focuses on health and safety measures and the development of a positive, supportive environment for staff and students. Extracurricular offerings that support a comprehensive student experience are included in this domain.

Rationale:

“You are my place of safety and protection. You are my God and I will trust in you” (Psalm 91:2). Schools that are attentive to health and safety demonstrate their love for students and staff in a tangible way. A healthy, Christ-centered work environment allows employees to thrive socially, emotionally, and professionally and fosters creativity, collaboration, and a sense of well-being. As a result, students are likely to feel safe and cared for at school, are more likely to flourish educationally, think creatively, and connect socially and emotionally with peers and adults.

(Psalm 16:8b-9a; Proverbs 4:20-22; Mark 6:31; 1 Thessalonians 2:7-8, 11-12; 1 Timothy 6:3-7; 3 John 1:2)

Goals:

- Nurture the spiritual, emotional, and physical well-being of staff, students, and families.
- Foster an environment of respect amongst staff, students, and families by providing regular training and education surrounding bullying, harassment, and discipleship.
- Increase the number and variety of extracurricular activities and experiences at the Lower, Middle, and High School levels, while encouraging greater levels of student and staff engagement.
- Develop plans to maintain a student retention rate of 90% or higher.
- Annually review, refine, and practice safety, security, and emergency procedures, including recurring annual process and communication methods.