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Conestoga Christian School Strategic Plan 2015 - 2020

Introduction

The Strategic Plan contained in this document was developed to guide Conestoga Christian School for the time period 2015 through 2020. The Strategic Planning Committee of Conestoga Christian School with the support of multiple parents and faculty members constructed the current Strategic Plan. Members of the Strategic Planning Committee were Doug Dosch, Dan Latshaw, and Ken Parris. Parent and faculty support came through Kimberly Blest (parent), Bob Petersheim (pastor), Heather Colon (parent), Wayne Gascho (faculty), Jack Greenly (faculty), Randy Hepler (faculty), Curtis Hoke (parent), Virginia Lodge (faculty), Ken Thompson (faculty), Kim Williamson (parent), and Phil Yoder (faculty).

For the past year the Strategic Planning Committee has been preparing for the publication of this new plan to guide the school for the next five years. Careful consideration was given to the initiatives contained in this document. The contents reflect the input and collaborative efforts of many people.

Throughout this process we have sought the direction of the One who has guided this school since its beginning in 1952. It is our Savior and Lord in whom we trust, who directs our path, and enables us to continue the ministry of Conestoga Christian School.

Mission Statement

Educating the whole student—body, mind and spirit—for God.

Vision Statement

Conestoga Christian School, in harmony with the home and church, provides a quality educational program for PK-12th grade students in an environment which develops critical thinking, nurtures Christ-like character, and equips students for a life of discipleship and service.

Core Values

Educational Excellence

Provide educational excellence that integrates faith and learning.

“The fear of the Lord is the beginning of knowledge...”

Proverbs 1:7a

Discipleship

Develop fully devoted followers of Christ.

“The disciples went and did as Jesus had instructed them.”

Matthew 21:6

Christian Character

Cultivate the character qualities inherent in Christ.

“But the fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control. Against such things there is no law.”

Galatians 5:22

Prayer

Exist in a constant state of adoration, confession, supplication, intercession, and thanksgiving.

“Devote yourselves to prayer, being watchful and thankful.”

Colossians 4:2

Respect

View with mutual regard the real worth of others.

“Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves.”

Philippians 2:3

Safety

Create a safe and caring environment.

“...but whoever trusts in the Lord is kept safe.”

Proverbs 29:25b

Opportunity

Offer a variety of experiences that will prepare students for responsible living in a global society.

“Therefore, as we have opportunity, let us do good to all people, especially to those who belong to the family of believers.”

Galatians 6:10

Unity

Work in conjunction with each other and the community toward common goals.

“How good and pleasant it is when brothers live together in unity!”

Psalms 133:1

Student Outcomes

Conestoga Christian School understands our responsibility to educate and influence children to love and follow Jesus Christ and to embrace a biblical worldview. As we plan for the continued nurture and education of children and the development and administration of this ministry, we seek to have a significant impact on every student. The initiatives set forth in this document reflect the school's commitment to the following expected student outcomes.

Students will:

1. Demonstrate a growing relationship with Jesus Christ, led by the Holy Spirit, and evident through prayer, Bible study, corporate worship, evangelism, and service to others.
2. Acknowledge God's word, the Bible, as the basis for all truth and the foundation for understanding other subjects.
3. Understand their God-given resources of knowledge, abilities, possessions, time, and spiritual gifts and demonstrate the love of Christ to others by using these resources in responsible stewardship.
4. Use creative and critical thinking skills by analyzing, synthesizing, and evaluating information within the context of a biblical worldview.
5. Gain a thorough comprehension and command of the fundamental processes used in communicating and interacting with others.
6. Honor God through realizing their full academic potential as demonstrated through their scholastic achievement.

Nurture and Education

Spiritual Formation

Initiative:

Provide for the spiritual formation of our students by inviting them to a personal relationship with Jesus Christ, nurturing Christ-like character, and equipping them for a lifestyle of discipleship and leadership that will impact their world.

Strategies for Implementation:

1. Provide quality Bible instruction and integration at all levels.
2. Educate students from a Christian world view with the goal of instilling a biblical perspective.
3. Create a nurturing community where students seek to put the interests of others above their own and encourage one another in their relationship with Christ.
4. Provide opportunities that encourage students to grow and serve others, developing a heart for evangelism and missions.
5. Offer student participation in developing discipleship opportunities.

Benchmarks:

1. Begin each class period with prayer.
2. Annually present a world view directed speaker.
3. Provide Spiritual Life retreats and events either on or off-campus.
4. Offer regular missions opportunities.
5. Establish a chapel committee which would include faculty and student representatives.
6. Incorporate student chaplains for each grade 6-12.

Curriculum & Instructional Program

Initiative:

Provide strong academic and spiritual development as core elements of quality instruction.

Strategies for Implementation:

1. Maintain full accreditation with Association of Christian Schools International (ACSI) and Middle States Association (MSA).
2. Continue to teach a distinctly Christian worldview in all curricular areas.
3. Improve and restructure academic programming to meet the individual needs of our students through support and enrichment.
4. Continue to expand the integration of technology.
5. Enhance overall professional development providing the tools and continuing education necessary to achieve success.

Benchmarks:

1. Maintaining and keeping up to date on ACSI standards.
2. Curriculum committee will meet several times a year reviewing and revising current curriculum.
3. Student centered learning strategies will be implemented at all levels.
4. Professional development opportunities will be made available for all faculty, staff, and Board members.
5. Surveys will be utilized to solicit feedback from parents, faculty, and staff for the purpose of evaluation of the curriculum and instructional program.

Technology

Initiative:

Keep the school up-to-date with current educational technology practices.

Strategies for Implementation:

1. Continue to increase access to computers and other appropriate technological devices for students at all levels. This would include a 1:1 initiative beginning in high school.
2. Evaluate new trends in educational technology and implement those that support our mission and curricular goals.
3. Provide appropriate and meaningful professional development for teachers and staff.
4. Evaluate and update infrastructure and network connections as needed on and off campus to support the devices needed to provide technology relevant to the curriculum and instruction.
5. Make use of the lessons learned by other schools and districts by visiting or attending conferences, meetings, or webinars to learn more.

Benchmarks:

1. Keep track of student to computer ratio each year.
2. Director of Technology will attend workshops and conferences, and read current educational technology magazines and blogs to keep abreast of current trends in the field.
3. At least 5 professional development meetings each year should focus on technology.
4. Feedback from staff and students regarding access and speed of resources should be taken into consideration when evaluating the strength and efficiency of the infrastructure.
5. Teachers, Administrators and Technology staff should be made aware of and assisted to attend technology meetings or to visit other schools to see how they are making use of technology.

Student Life

Initiative:

Develop community by partnering with parents and students through activities, guidance, and discipleship.

Strategies for Implementation:

1. Expand the Director of Student Life's position to the Dean of Students which will include working with both middle and high school students.
2. Understand students well enough to be able to connect them with colleges, industry, or trades depending on interest and giftedness.
3. Through small group involvement develop spiritual sensitivity among the student body.

Benchmarks:

1. Provide at least one social event per trimester.
2. Provide exposure to various colleges while connecting with alumni.
3. Provide parents and students with information to help guide them through the college decision making process.
4. Provide a mentoring program that will allow students to grow spiritually and serve the school community.

Extra-curricular Student Activities

Initiative:

Provide opportunities that will enable students to discover and develop their gifts and abilities.

Strategies for Implementation:

1. Strengthen and expand volunteerism.
2. Evaluate desires and talents of student body and develop programs that will meet their needs.
3. Maintain and develop an assortment of student extra-curricular activities and ensembles that promote individual expression and overall skill enhancement.

Benchmarks:

1. Increase volunteer-run extra-curricular activities at all levels to include, but not limited to elementary after-school clubs, health/strength programs at the middle and high school levels, and Booster opportunities.
2. Identify and record student personalities and goals at all levels so that programs can be developed that are in-line with student interests and talents.
3. Teachers engage with students outside of classroom instruction and the constructs of the school day.

Initiative:

Provide opportunities that will enable students to discover and develop their gifts and abilities.

Strategies for Implementation:

1. Improve patron communication and develop/improve Booster Club program.
2. Improve staffing benefits and clarify expectations.
3. Improve and expand facilities.
4. Provide multiple opportunities throughout the year for growth and expand student offerings.

Benchmarks:

1. Establish a Booster Club in 2015 for the Fine Arts department.
2. Development of web pages by coaches/directors.
3. Create facility improvement plan and develop strategies with administration to raise money necessary for improvements to happen.
4. Expand student electives and after-school opportunities.

Administration and Development

School Governance

Initiative:

Sharpen our current school governance model to more effectively accomplish the CCS Mission Statement, Vision Statement and Core Values.

Strategies for Implementation:

1. Evaluate and more clearly define the roles of founding and supporting churches.
2. Enhance the Policies and Procedures Manual to make it more clear, concise, and consistent.
3. Explore and implement ways Board members can increase their effectiveness on the Board.

Benchmarks:

1. Update Bylaws and Policies and Procedures Manual as appropriate.
2. Reflect on and correct deficiencies as determined by ACSI while on their accrediting visits.

Administration

Initiative:

Maintain and implement policies and procedures that will ensure the safe, orderly, and efficient operation of the school in a manner that is honoring to God.

Strategies for Implementation:

1. Maintain and modify an organizational structure that ensures effective communication and provides for the efficient, effective, and safe operation of the school in fulfilling its vision and mission.
2. Evaluate how well the school is meeting its stated mission and purpose by developing a systematic method to elicit feedback from all of its stakeholders.
3. Maintain and review an updated critical incident policy and log providing appropriate and current training for critical incident issues.
4. Continue ongoing evaluation of curriculum and instruction at all academic levels.

Bench Marks:

1. Annually review the initiatives, operations, and needs of the school to evaluate administrative personnel roles and needs. Make adjustments and additions as needed and report conclusions at the end of the fiscal year.
2. Annually survey parents, faculty, and students in regards to how effectively CCS is meeting its stated mission and purpose and annually implement new initiatives as needed based upon feedback and report conclusions at the end of the fiscal year.
3. Create and review the school's system of faculty evaluation and professional development by the 2nd year of the Strategic Plan.

Development

Initiative:

Develop funding programs that will expand financial base of school and create revenue streams that will ensure the sustainability of the school.

Strategies for Implementation:

1. Establish and nurture relationships with businesses, alumni, relatives, and churches.
2. Expand international student program.
3. Provide Founders Events for community and school families.

Benchmarks:

1. Hire Development Director and provide training and resources needed for position.
2. Increase international student program from 5% of high school enrollment to 10% of high school enrollment.
3. Improve EITC/OSTC contributions.
4. Host an annual Founders Event.

Finance

Initiative:

Provide quality Christian education to as many families as possible, while maintaining prudent financial stewardship and providing adequate staffing and equitable employee compensation.

Strategies for Implementation:

1. Continue to maintain adequate staffing and provide competitive compensation for all employees including salaries, benefits, and retirement.
2. Increase service revenues through enrollment and the exploration of other revenue generating service opportunities.
3. Increase supplementary funding through PA Tax Credit solicitation, foundation solicitation and grant writing, and the solicitation of corporations and individuals.
4. Maintain school assets by developing operating and capital budgets.
5. Improve financial stability and foster stewardship through the establishment, funding and growth of a "Reserve Fund" with the following subaccounts: emergency operating expenses; facility expenses and repairs; capital asset replacement; savings; house maintenance and repairs; and giving. The target fund balances are to be established annually by the Board of Trustees and will be funded by annual Net Ordinary Income.

Benchmarks:

1. Prior to the development of the annual budget compare compensation and benefits with other Christian and secular schools within the region.

2. Increase enrollment by 6.5% per year, with the goal of reaching 80% (315 students) of current building capacity by 2020; maintain tuition revenues equal to at least 85% of operating expenses; and increase other source revenues by 10% per year.
3. Maintenance of Reserve Funds equal to at least the minimum established target fund balances set forth in implementation strategy 5.

School Facilities

Initiative:

Intentionally plan for the current and future campus needs to meet the educational and co-curricular goals of the school.

Strategies for Implementation:

1. Develop strategic initiatives and a timeline for the improvement and/or replacement of the existing facilities.
2. Continue to evaluate the need and options for land acquisition.

Benchmarks:

1. 2015-16 school year – develop and implement soft Capital Campaign to include:
 - a. Hire architect to begin design for new facilities.
 - b. Develop capital campaign committees to include design and finance committees.
 - c. Develop talking points and marketing materials to share with all CCS constituents.
 - d. Develop strategy to begin collecting funds without launching full campaign.
2. 2016-17 school year – launch official capital campaign to include:
 - a. Finalizing drawings with architect.
 - b. Launch financial campaign.
 - c. Begin permit acquisition.
3. 2017-18 school year – continue capital campaign to include:
 - a. Revise plans as needed.
 - b. Focus on communication by utilizing multiple venues and resources.
 - c. Expand financial base through development work.
4. 2018-19 school year – continue capital campaign and adjust as needed.
5. 2019-20 school year – break ground!