

**Conway Christian School
Strategic Plan
2016-2020**

Academics

Objective #1- Recruit, develop and retain superior teachers

Strategy- Create teacher excellence project (TEP)

- Increase teacher compensation for qualified teachers
- Design comprehensive plan for hiring best faculty possible, include educational team in process
- Create a three year mentoring program for all new teachers
- Create culture of support, recognizing achievements and mission advancing challenges
- Maintain current employee files on all faculty/staff with thorough evaluations and growth plans
- Increase professional development opportunities both on and off campus, properly track and attendance required
- Develop a biblical process for employment retention and dissolution.

Objective #2- Increase course offerings

Strategy- Develop new elective classes for students, specifically upper school students

- Educational team research and develop a value-added elective program for HS students, based on core subject primarily
- Evaluate current staff for teaching prospects
- Consider outside sources such as skilled professionals and/or adjunct professors from local universities
- Review our concurrent class program in comparison to others AP offerings
- Review the current class schedule, consider alternatives to better position for new electives

Objective #3- Establish a broad school wide STEM program

Strategy- Create leading edge science, technology, engineering, and math opportunities for students K-12th grade

- Consider outside curriculums as a resource, example Project Lead the Way
- Invest in technology infrastructure as well as best facility use for STEM
- Create a primary and secondary pre-engineering program
- Upgrade the current science lab to be a more modern research facility
- Create a Speaker Series of successful men and women, whom are believers, which can speak to the students as experts in their field

Objective #4- Develop a systematic curriculum course map

Strategy- Create a reverse course map starting in 13th grade ending in Kindergarten, include academic competition requirements

- Establish an Academic Dean or Curriculum Coordinator to lead in the effort
- Research other Christian and collegiate school course maps
- Use lead teachers, in a focus group, to develop curriculum map

Arts

Objective #1- Evaluate the use of classroom and storage space

Strategy- Maximize our facilities to better serve current and future students

- Establish an arts focus group to evaluate current use of facilities and how to make best use in the short term future

Objective #2- Make the arts department a budgeted line item

Strategy- Establish room in the school's annual operating budget to provide revenue for the fine arts program

- Develop a five year funding program dependent on fund development and tuition revenue, decrease donated funds annually until immersed by the operating budget
- Consider new initiatives for growing the art program

Objective #3- Requisition and oversight system established for equipment use

Strategy- Take better care of our current equipment

- Place staff member in charge of fine art equipment
- Create a procedures checklist and sign off sheet for use of the equipment

Athletics

Objective #1- Develop a prioritized plan for facility needs, upgrades and expansion

Strategy- Analyze use of existing space, revisit master plan

- List out specific needs, locker room space has been identified as primary need
- Consider whether current layout of weight room, storage and locker rooms is the best configuration
- Provide cost estimates for each item

Objective #2- Recruit and retain top tier coaches for all sports, consider optimal number of coaches for each sport relative to quantity of student athletes

Strategy- Create a strategy to attract, develop, and retain high quality Christian coaches

- Include coaches in the teacher excellence project (TEP) with specific evaluation and professional development opportunities
- Calculate coaching salaries compared to market rate for other similar schools including public
- Evaluate all athletic programs, develop realistic short and mid-term goals for each
- Advertise diversity in teaching subject areas when hiring

Objective #3- Improve communications of events, offerings and internal promotion

Strategy- Establish a point person to assist with communications and other needs (potential volunteer)

Objective #4- Athletic funding

Strategy- Create more opportunities for athletic revenue

- Create athletic booster focus group to discuss new ideas for fund development
- Install a fence around the baseball field to drive gate and concessions revenue as well as for safety concerns
- Consider the best solution for selling more athletic merchandise

Financial

Objective #1- Cash flow positive positioning

Strategy- Bring the annual operating budget to a positive cash flow position, reduce use of restricted funds (savings) to cover annual tuition deficit

- Increase enrollment strategically starting with retention (goal 93%) and include proactive soliciting of new families through a marketing campaign
- Communicate to current families the reality of our cash position and need for supporting ministry above and beyond tuition, through tax-wise giving
- Mid-term goal of 50% Annual Fund participation from current families
- Target alumni families to give to school mission and help us improve quality, mid-term goal of 10% participation
- Consider a team to assist with Annual Fund giving
- Use Finance Committee to help with forecasting an early budget, consider variables, adjust as needed
- Evaluate budget annually to determine unwarranted costs or positions, make financially prudent decisions as stewards of resources

Objective #2- Increase student retention

Strategy- Increase our communication and authentic partnership with families

- Create a communication/marketing plan per semester
- Seek input from new families, develop a “Welcoming Committee”
- Have a town hall meeting once per semester to engage conversation
- Regular communication from school leadership regarding important topics, such as State of the School, planning updates and positive news outlining successes
- Plan for problems, be proactive in student and family retention
- Chart reason for student withdrawals

Objective #3- Increase faculty compensation to 90% public in five years

Strategy- As fiscally possible increase teacher base pay

- Evaluate cost of education during budget process to best determine tuition scale
- Consider fund development as source for overall teacher base or merit pay

Biblical Worldview

Objective #1- Create preeminent means and metrics for spiritual development

Strategy- BWV teachers, along with school leadership, evaluate our ideal BWV outcomes and opportunities

- Beginning with the end in mind, establish four-five characteristics of a graduate
- Each grade level should consider three tangible outcomes for all students which teach toward graduate outcomes
- Recommend school board review the option of using KJV, NKJV, NIV, ESV, NASB interpretations of the Holy Bible (options officially endorsed by ACSI) for better student understanding and teaching opportunities in select grades

Objective #2- Strengthen Biblical integration (transformative as well as informative)

Strategy- Develop new strategies to foster authentic spiritual growth

- Establish a focus group to analyze characteristics of a graduate and grade level outcomes (after completion) to create real-life opportunities for spiritual development
- Develop or acquire established methods for turning informative material into real life lessons

Objective #3- Prepare students to engage culture, domestically and globally

Strategy- Develop a broad based program for 9th-12th grade students to learn, interact and witness

- Consider a BWV line of electives focused on preparing students for the global impact
- Develop local internship opportunities for upper classmen
- Evaluate the prospects and responsibilities of starting a global interaction course, through technology as well as personal engagement via trips