

Lake Center Christian School

Strategic Plan Update

November - 2010

Strategic Direction: FINANCIAL FEASIBILITY

Goal	Strategies	Responsibility	Timeline	Status
1. Increase tuition assistance funds through grants	Research Grant Opportunities	Development Committee	Fall 2010	
	Formulate Sub-committee, review/recommend	Development Committee	Fall 2010	
	Write/apply for grants and evaluate process	Development Committee	Fall 2010	
2. Development Strategic Plan	Establish process and timeline	Development Committee	Winter 2009-10	<u>COMPLETED</u>
	Major Gifts Initiative	Development Committee	Winter 2009-10	<u>IN PROCESS</u>
	Target/Cultivate New Donors	Development Committee	Winter 2009-10	<u>IN PROCESS</u>
	New Logo and Website	Development Committee	Summer 2010	<u>IN PROCESS</u>
	New Brochures/DVD	Development Committee	Summer 2010	<u>IN PROCESS</u>
	Establish Alumni Gatherings	Development Committee	Winter 2009-10	<u>COMPLETED/ONGOING</u>
3. Yearly Tuition Assistance Fundraiser	Integrate with overall fundraising plan	Development Committee	Winter 2009 – Ongoing	<u>Possible Student Service Day</u>
	Develop appropriate timeline and Targets for increasing assistance	Development/Finance	<u>Budget 2010-11</u>	<u>ONGOING</u>
4. Publicize Tuition Assistance and TRIP Program	Develop/Impl. an educational tool	Administration/Development	Fall 2009 – Ongoing	Teachers are being encouraged to use TRIP.
	Research ways to make TRIP more “user friendly”	Administration	Summer 2010	Exploring online options, inventory

5. Review parameters for tuition assistance eligibility	Discussion by Committee	Tuition Assistance Committee	Ongoing	<u>ONGOING</u>
6. Establish procedure for developing new Capital projects	Establish criteria – minimum requirements/components	Development/Finance	Winter 2009-10	<u>August 2010 goal</u>
	Develop mandatory timeline	Development/Finance	Winter 2009-10	<u>August 2010 goal</u>
	Initiate Capital project checklist	Development/Finance	Winter 2009-10	<u>August 2010 goal</u>
	Conduct a financial feasibility study and prioritization of projects	Development/Finance	Winter 2009-10	<u>August 2010 goal</u>
7. Strengthen and grow endowment	Develop target list of donors	Development/Finance	Spring-09/Winter-10	
	Create endowment brochure	Development/Finance	Spring-09/Winter-10	
	Develop/implement major gifts initiative	Development/Finance	Spring-09/Winter-10	<u>IN PROCESS</u>
	Design web page with online donation capability	Development/Finance	<u>March 30, 2010 target</u>	
	Initiate new vehicles for giving	Development/Finance	Spring-09/Winter-10	

Strategic Direction: RECRUITMENT & RETENTION

Goal	Strategies	Responsibility	Timeline	Status
1. Target area Christian pre-schools Target parents of 4 & 5 year olds	Research and compile data of area Christian pre-schools	Development Committee	Annual	
	Develop marketing campaign	Development Committee	Annual	AD HOC COMMITTEE
	Target area churches, public libraries, YMCAs, gymnastic schools, MOPS organizations	Development Committee	Annual	
2. Encourage 8 th graders to continue into High School at LCCS	Increase secondary principal presence with students	Administration	Ongoing	Complete
	Parent meetings for preview of high school	Administration	Annually	Complete
	Phone contact from Principals	Administration	Ongoing	Complete
	Teacher Trade For A Day	Administration	Annually	
	High School students working with Jr. High on projects	Administration	Annually	Complete
3. Target parents at Chapel Hill - South campus, Emmanuel Christian, Summit Christian, Cornerstone Community	Day for 6 th grade class(es) to visit LCCS	Administration	Annually	<u>Spring musical performance</u>
	Follow-up mailing to 6 th grade Parents	Administration	Annually	Contacting schools for permission
	Specified Open House Days for	Development/Admin.	Annually	Complete

	Develop relationship with school Administrators	Administration	Ongoing	Scheduling visits
4. Recruit Home School students	Establish Home-School program parameters	Education Comm/Admin	July 2009	Completed – Expense is barrier
	Identify and communicate with area home school organizations	Administration	May 2009	Completed
	Home-school links on website	Admin/Development	March 30, 2010 target	<u>Summer 2010</u>
	Develop on-line programs	Admin/Technology	<u>Summer 2010</u>	
5. Tuition Increase between 9 th and 10 th grade rather than 8 th and 9 th (current students)	Committee research of viability/ advisability of strategy	Finance Committee	Fall 2009	<u>Seeking administrator recommendation based on competition</u>
	Research alternative methods for reducing grade level tuition increase	Finance Committee	Fall 2009	

Strategic Direction: ENHANCING STAKEHOLDER RELATIONSHIPS

Goal	Strategies	Responsibility	Timeline	Status
1. Annual Parent Survey (anonymous)	Review current/past surveys	Administration	Summer 2009	Completed
	Develop new surveys	Administration	Summer 2010	
	Administer survey(s)	Administration	Ongoing	Completed
2. Comprehensive publication strategy designed to “tell LCCS story”	Compile/Review current materials	Development Committee	Spring 2010	<u>New logo/website</u>
	Revise/Create new admissions packet, school brochure, targeted brochures	Development Committee	Spring 2010	<u>New logo/website</u>
3. Increased “ownership” by Sponsoring and other churches	Choir/Worship Team at Sunday morning service	Administration/Campus Pastor	Annually	Study other ways
	Sharing of facilities	Administration	Annually	
	School brochures in churches	Development Department	Ongoing	
	Redesign the Corporation structure	Board/Nominating Committee	Fall 2010	
4. Increase volunteerism and community service	Restructure PTF	Admin./Development	June 2009	Completed
	Strengthen volunteer recognition	Admin./Development	Fall 2010	In Discussion
	Establish a volunteer coordinator position and job description	Admin./Development	Fall 2010	

	Combine Development and PTF volunteer questionnaires	Development/PTF	Summer 2009	
5. Partnerships with area institutions of higher learning and businesses	Utilize professors for professional development	Administration	Ongoing	
	Develop apprentice program with area businesses	Guidance/Administration	Summer 2010	
	Research and apply for grants that support partnerships	Administration/ Development	Ongoing	Computers – Alliance S.D.
	Utilize professors for advanced high school classes	Administration	Ongoing	<u>PSEO/Dual Credit – Bluffton/IW</u>
	Develop a speakers list from area businessmen/professionals for resourcing classes	Administration/Guidance	Ongoing	Acquire survey from Jackson S.D.

Strategic Direction: ATTRACTING/RETAINING EXCELLENT CHRISTIAN STAFF

Goal	Strategies	Responsibility	Timeline	Status
1. High standards for licensure and professional development	Update LPDC manual	Administration	Summer 2009	<u>Completed</u>
	Institute a highly qualified teacher program which includes Christian parameters/considerations	Administration	<u>Summer 2010</u>	Researching public model as a baseline
	Develop a professional recognition program	Administration	<u>Summer 2010</u>	
	Develop a speakers bureau for use of teacher expertise in the community	Administration	Ongoing	Tie in to Highly Qualified Teachers
2. Maintain an “innovative” staff that exceeds expectations	Strengthen teacher recruitment	Administration	Ongoing	Secondary school primarily – job fairs
	Develop a graduated professional structure for advancement	Administration	Summer 2010	
	Study best practices in departments and grade levels at exemplary schools	Administration/Teachers	Ongoing	In-Service
3. Creative benefits package and revised retirement plan	Study of standards among other Christian schools and revision	Finance Committee	Spring 2010	In Discussion
4. Financial help for required teachers Masters degree and other professional Staff development	Study of Best Practices in other Christian schools and action items	Finance Committee	<u>Summer 2010</u>	<u>Administration prepare report</u>

5. Increase partnerships with higher ed. in professional development and teacher recruitment	Visit and introduce LCCS to area colleges/university staff	Administration	Ongoing	
	Participate in more career fairs	Administration	Ongoing	
	Utilize professors for professional development and student resourcing	Administration	Ongoing	
	Continue to facilitate student teacher placements	Administration	Ongoing	Two elementary teachers currently placed
	Host Education Department student visits to LCCS	Administration	Ongoing	
6. Enhance staff appreciation and recognition	Research and recommend ideas for increased monetary rewards according to achievement/accomplishments	Administration	Summer 2010	
	Maintain a staff recognition page in the school newsletter	Development Office	Fall-09/Ongoing	
	Increase publicity of staff achievements/accomplishments in local media	Development Office	Fall-09/Ongoing	

Strategic Direction: MAINTAINING A HEALTHY FINANCIAL POSITION
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Goal	Strategies	Responsibility	Timeline	Status
1. Examine no-debt policy and debt ratio	Committee Discussion	Finance Committee	<u>Winter/Spring 2010</u>	<u>Will discuss further along with Capital Campaign Policy</u>
2. Increase tuition assistance budget	Determine philosophical approach	Finance/Development	Fall 2009	<u>In committee</u>
	Develop/implement plan	Development/Finance	Fall 2009	<u>In committee</u>
3. Examine “return on investment” for all programs	Develop Strategies	Administration	Ongoing	
4. Revise Superintendent’s job description to reflect development areas	Committee Discussion	Personnel Committee	Summer 2010	
5. Establish strong internal financial controls	Review 2009 Audit	Finance Committee	Spring 2009	<u>COMPLETED</u>
	Implement Audit recommendations	Finance Committee	<u>Spring 2010</u>	<u>Developing Finance Committee Handbook - In Process</u>
	Continue current practices			
7. Maintain a strong capital replacement fund and yearly reserve fund	Continued monitoring	Finance Committee	Ongoing	<u>COMPLETED/ONGOING</u>

Strategic Direction: EXCELLENCE IN CHRISTIAN EDUCATION

Goal	Strategies	Responsibility	Timeline	Status
1. Define “excellence” for LCCS context	Poll Constituent Groups	Administration	Summer/Fall 2010	Ongoing
	Research Best Practices	Administration	Summer/Fall 2010	
	Develop Educational tool for informing constituents	Administration	Summer/Fall 2010	
2. Develop a comprehensive service focus and community presence	Research Best Practices	Administration/Campus Pastor	Ongoing	
	Research needs in area	Administration/Campus Pastor	Ongoing	
	Develop/Implement Plan	Administration/Campus Pastor	Spring 2010	
3. Develop Christ-centered assessment criteria for all programs	Research Best Practices	Administration	Ongoing	
	Develop/Implement Plan	Administration	Ongoing	
4. Lead students in developing “purposeful” lives – learning, service, life choices	Evaluate current practices	Administration	Ongoing	
	Make adjustments as needed	Administration	Ongoing	
5. Evaluate the effect of Special Needs program on overall program	Research Evaluation Strategies	Education Committee	2010	
	Evaluate Program/Recommend.	Education Committee	2010	
6. Define lifelong learning and college readiness and prepare students	Research and implement Best Practices	Guidance/Administration	Fall 2009	Ongoing

7. Maintain excellence in facilities	Update preventative maintenance schedules	Building and Grounds Committee	Fall 2009	<u>In Process</u>
	Analyze current cleaning program and make adjustments	Building and Grounds Committee	Summer 2009	<u>COMPLETED</u>
	Develop roof replacement strategy	Building and Grounds Committee	<u>Spring 2010</u>	<u>Completed</u>
	Develop a plan for parking lot	Building and Grounds Committee	Fall 2009	Completed
	Reevaluate and implement master site/building plan	Site Planning Committee	Ongoing	<u>Land Acquisition Discussions</u>
8. Develop measurement criteria for excellence in Biblical World View	Research current tools available	Administration/Campus Pastor	<u>2010</u>	
	Develop philosophical statements and plan	Administration/Campus Pastor	<u>2010</u>	
	Implement plan	Administration/Campus Pastor	<u>2010</u>	

Strategic Direction: GREATER COMMUNITY OUTREACH

Goal	Strategies	Responsibility	Timeline	Status
1. Create adult education opportunities such as Bible, parenting, computer, Seminary/college level course	Host Anabaptist Learning Institute courses	Administration/Education/S. A. C.	Ongoing	
	Research current availability in other venues	Administration/Education/S. A. C.	Spring 2011	
	Research feasibility of seminary/college level offerings	Administration/Education/S. A. C.	Spring 2011	
2. Develop a Christian pre-school program	New feasibility study	Education Committee/Administration	Spring 2011	Committee Processing
3. Evaluate Ohio EdChoice program and use for community outreach	Evaluation will lead to further strategies	Administration/Admissions	<u>February 2010</u>	<u>Discussed at Finance</u>
4. Evaluate the Exchange Student program and use for global learning	Evaluation will lead to further strategies	Administration/Guidance	<u>Summer 2010</u>	
5. Cultivate church relationships	Principals meet annually with the Spiritual Advisory Committee	Administration	Ongoing	
	Administrator speaking in area churches	Administration	Ongoing	
	Reinstitute pastor day activities	Administration/Development	2010 - 2011	
	Facilitate pastor/youth pastor involvement with youth in the school setting	Administration	Ongoing	

6. Increase local service programs	Solicit ideas from pastors annually	Administration/Spiritual Adv. Comm.	Annually
	Institute a relational project at each grade level with multiple contacts per year	Administration/Campus Pastor	Summer 2010
	Evaluate service requirements at exemplary schools and establish LCCS expectations	Administration	Summer 2010
