

Three/Five-Year Strategic Plan: **Christ Lutheran School** **West Covina, California**

Mission Statement

To provide Christian education by emphasizing quality in academics, the Gospel of Jesus Christ, and love and service in the name of Christ.

Vision Statement

Our vision is to become a leader in high quality education by developing and providing enriching classroom experiences for all students. Teachers and staff will foster a safe learning environment for students to develop strong Christian principles.

Core Values

We:

- Exist as an educational mission of Christ Lutheran Church.
- Believe that Christian education develops the whole child spiritually, intellectually, physically, and socially.
- Provide a qualified teaching staff who are dedicated to Christian education and encourage each student to grow to his or her full potential.
- Affirm the profound importance of a parenting and educational partnership.
- Support the role of the family and incorporate biblical principles in every aspect of a student's life.
- Believe that each student is God's unique creation with individual needs deserving of love and respect in a nurturing educational environment.
- Strive to lead children and their families to know Christ as Lord and Savior by reaching out with God's Word and inviting families into the membership of Christ Lutheran Church.

Summary of Strategic Plan Goals

1. ACADEMIC PROGRAMS:

Enhance the academic growth and success of our students by expanding and enriching the curriculum in four major areas of learning: Art, Science, Language Arts, and Technology.

2. STUDENT BODY:

Increase the diversity and retainability of students enrolled at CLS.

3. FACULTY:

Maintain and enhance our focus on students' academic success.

4. PARENTS:

Engage parents in more active participation in school matters.

5. FINANCES & SCHOOL GOVERNANCE:

Maintain a focus on providing the highest-quality education to CLS students and the most productive, supportive work environment for CLS faculty and staff.

Summary of Strategic Plan Objectives for Each Goal

GOAL #1

ART: Implement an art curriculum to enhance students' understanding and appreciation of art.

SCIENCE: Foster and expand hands-on involvement of students in Science learning.

LITERACY/LANGUAGE ARTS: Improve literacy in grades K-8.

TECHNOLOGY: Enhance and expand the technological proficiency of our students.

GOAL #2

DIVERSITY: Attract and retain a diverse student body that reflects the range of social, cultural, and ethnic backgrounds of our community members.

RETAINABILITY: Foster the success of new and continuing students by providing direct supportiveness to them.

GOAL #3

ACADEMIC INTERVENTIONS: Institute or expand intervention programs to improve and strengthen students' academic achievement.

ACADEMIC ASSESSMENT: Expand existing assessment practices for greater effectiveness.

EXTRA-CURRICULAR ACADEMIC PROGRAMS: Involve students in extra-curricular programs that focus on additional academic rigor.

PARENTAL COMMUNICATION: Enhance existing channels of communication with parents to foster greater student achievement.

GOAL #4

PARENTAL COLLEGIALITY: Involve parents in formal support groups for mutual support on various fronts.

GOAL #5

SCHOOL ENROLLMENT: Attract and retain an increased number of students.

INCREASED COMMUNITY VISIBILITY: Foster greater connectedness with the community for school staff, students, and students' families.

FINANCES—REVENUES: Enhance and successfully manage revenues, such as from tuition.

FINANCES— EXPENSES: Continue to base expenditures on what is best for student academic achievement and overall success.

PERSONNEL RELATIONS: Maintain and enhance stakeholder involvement in important school matters.

Three/Five-Year Strategic Plan: **FIVE GOALS & THEIR OBJECTIVES**

Christ Lutheran School (CLS)

[Each of the goals' objectives listed below is labeled with its implementation timeframe: either a three-year goal ("3YG") or a five-year goal ("5YG").]

GOAL #1

ACADEMIC PROGRAMS:

Enhance the academic growth and success of our students by expanding and enriching the curriculum in four major areas of learning: Art, Science, Language Arts, and Technology.

ART: Implement an art curriculum to enhance students' understanding and appreciation of art.

3YG:

- a. Expand the new Meet the Masters Art Program to all grades, K-8.
- b. Explore the institution of a vocal music program in grades K-8.

SCIENCE: Foster and expand hands-on involvement of students in Science learning.

3YG:

- a. Identify organizations affiliated with Science that can partner with CLS to enrich our Science curriculum, such as through demonstrations, field trips, and guest speakers.

5YG:

- b. Schedule periodic use of the Science Lab in grades K-5.

LITERACY/LANGUAGE ARTS: Improve literacy in grades K-8.

3YG:

- a. Expand existing time spent by classes in the school library.
- b. Explore the usage of an Accelerated Reading Program as a supplement to the existing language arts curriculum.

TECHNOLOGY: Enhance and expand the technological proficiency of our students.

3YG:

- a. Increase the usage of the Computer Lab by classes on regularly scheduled days.

5YG:

- b. Integrate “Computer Centers” in all Language Arts classrooms, starting with pre-K in 2010-2011, then phasing in grades 4-8, and K-3.

GOAL #2

STUDENT BODY:

Increase the diversity and retainability of student enrollment at CLS.

DIVERSITY: Attract and retain a diverse student body that reflects the range of social, cultural, and ethnic backgrounds of our community members.

3YG:

- a. Conduct outreach to community groups and leaders representative of the targeted populations to assist our efforts.
- b. Schedule informational/recruitment events in venues conducive to personal interactions with our targeted populations in the broader community area, such as in adjoining towns.

RETAINABILITY: Foster the success of new and continuing students by providing direct supportiveness to them.

3YG:

- a. Design and implement an Orientation Program for new students.
- b. Institute a K-8 Mentoring Program and explore how best to implement it, advertise it, and refine it as warranted.

GOAL #3

FACULTY:

Maintain and enhance our focus on students’ academic success.

ACADEMIC INTERVENTIONS: Institute or expand intervention programs to improve and strengthen students’ academic achievement.

3YG:

- a. Review existing non-fee-based math tutoring programs to insure alignment with, and reinforcement of, key concepts and principles taught at CLS.
- b. Expand My Student’s Progress to better monitor the progress of students in language arts and math.

ACADEMIC ASSESSMENT: Expand existing assessment practices for greater effectiveness.

3YG:

- a. Institute benchmark assessments in language arts and math in grades K-8. Other academic content areas will be added by the 2014-2015 academic year.
- b. As a faculty, review, analyze, and discuss SAT Basic Battery Test results for the past three years to better identify academic growth and necessary changes in curriculum and instructional practices.

EXTRA-CURRICULAR ACADEMIC PROGRAMS: Involve students in extra-curricular programs that focus on additional academic rigor.

3YG:

- a. Encourage and facilitate the participation of students in grade-level appropriate programs, such as Odyssey of the Mind, Academic Pentathlon, Math Olympiad, WordMasters Challenge Program, Bookit, and West Covina Spelling Bee.

PARENTAL COMMUNICATION: Enhance existing channels of communication with parents to foster greater student achievement.

3YG:

- a. Add technology, such as social media and Constant Contact (for email “blasts”), such as for circulating newsletters and other traditional means of communication.

GOAL #4
PARENTS:
***Engage parents in
more active participation in school matters.***

PARENTAL COLLEGIALITY: Involve parents in formal support groups for mutual support on various fronts.

3YG:

- a. Encourage parental support of our School Board by attending School Board meetings, serving on the Board, and/or supporting major Board events like the annual Silent Auction.
- b. Increase parental participation in the PTF (Parent-Teacher Fellowship) by exploring and implementing strategies to facilitate their greater involvement.
- c. On an annual basis, conduct an informal online parent survey to solicit their input regarding CLS.

GOAL #5
FINANCES & SCHOOL GOVERNANCE:
Maintain a focus on providing the highest-quality education
to CLS students and the most productive,
supportive work environment for CLS faculty and staff.

SCHOOL ENROLLMENT: Attract and retain an increased number of students.

3YG:

- a. Use and expand existing programs, such as Recruit-A-Student, Prospective Parents Day, and Pep Rally Day.
- b. Create new programs, such as by reviewing and updating Admissions Committee policies and guidelines and creating focus groups for ideas.
- c. Expand the pre-school program.

INCREASED COMMUNITY VISIBILITY: Foster greater connectedness with the community for school staff, students, and students' families.

3YG:

- a. Participate in community events and programs, such as the Covina Christmas Parade; and in other public events, such as the Easter Festival and Trunk for Treats.
- b. Enhance the “branding” of CLS at regular school events, such as Family Bowling Day, Speedway Family Night, and the Rally Day Picnic.
- c. Design a program for making school spirit paraphernalia available to students, their parents, and the greater community to increase name recognition.
- d. Form connections with local child day care centers and other child-friendly venues, such as special enrollment enrichment programs (e.g., arts, swim classes, etc.) to create name recognition of CLS as a desirable pre-school.

FINANCES— REVENUES: Enhance and successfully manage revenues, such as from tuition.

3YG:

- a. Review and update the Tuition Assistance Program, focusing on possible changes, such as: extending tuition payments from a 10-month basis to 12-months; expanding the Tier I level; establishing more flexible tuition payment plans for preschool families.
- b. Compile and examine enrollment and attrition data at CLS for the past five years to identify trends and to best utilize resources; and community data regarding economic factors that might impact CLS' enrollment figures.
- c. Develop an effective communication campaign that utilizes social media, email blasts, and other technology to inform parents of programs whereby parents help bring revenue to CLS, such as the Scrip Rebate Program and the Church-member-discounted-tuition program.

- d. Partner with local and area school districts to identify additional sources of revenue for private schools and identify grant opportunities.
- e. Explore hiring a part-time marketing consultant or staff member.

FINANCES— EXPENSES: Continue to base expenditures on what is best for student academic achievement and overall student success.

3YG:

- a. Review and upgrade allocations for professional staff development.

5YG:

- b. Maintain a premium on having the lowest possible student-teacher ratios in all grades that are economically viable. Aim for an average ratio of 25:1 by the end of 2017.
- c. Establish a plan to increase the salary and benefits compensation of faculty and staff to be comparable with those of public school employees by 2017.

PERSONNEL RELATIONS: Maintain and enhance stakeholder involvement in important school matters.

3YG:

- a. On an annual basis, by the end of each academic year, survey the CLS faculty and staff regarding strengths and needed improvements of CLS.
- b. Involve faculty and staff more widely and meaningfully in reviewing policies and procedures, and in helping make decisions that move the school forward.

Approved: August 17, 2011