



WEST COVINA

Three/Five-Year Strategic Plan: Christ Lutheran School

UPDATED BY SCHOOL'S
FOLLOW-UP COMMITTEE
APRIL 4, 2017

Strategic Plan: Christ Lutheran School, UPDATED BY SCHOOL'S FOLLOW-UP COMMITTEE, APRIL 4, 2017"—which deemed the Strategic Plan concluded and terminated. This document was formally presented to the CLS School Board shortly thereafter in 2017, and the Board approved the conclusion and termination of the plan, which is presented below in its full, final form.



Three/Five-Year Strategic Plan:
Christ Lutheran School

UPDATED BY SCHOOL'S FOLLOW-UP COMMITTEE
APRIL 4, 2017

PREFACE:

The WASC Follow-Up Committee for Christ Lutheran School, led by Principal Christopher Andrade, has completed its final update/revision of the school's "Three/Five Year Strategic Plan." This is a continuation of the updates undertaken in August 2013. At that time, a formal report, as shown below, was presented to the School Board of Trustees.

Listed below each of the goals and sub-goals in this document were one or more of the following notations:

- **COMPLETED**—This indicated that the stated goal had been met, as of August 2013 when the revisions and updates were undertaken by the Committee.
- **CHANGE FROM 3-YEAR TO 5-YEAR GOAL**—This indicated that the scope and depth of the goal necessitated more time than originally allotted to it, and this goal was being carried forward for completion.
- **[Additional information]** regarding CLS actions taken by faculty and administration since this Strategic Plan was adopted by the Board of Education in 2011.]

The attached SUMMARY OF REVISIONS encapsulated these changes, for ease of access to the Board, CLS faculty and staff, and our larger community.

FINAL CONCLUSIONS ABOUT THE STRATEGIC PLAN:

The CLS Follow-Up Committee on April 4, 2017, reviewed point-by-point the uncompleted elements of the Strategic Plan. The Committee concluded that the initial goals had been met, met to the fullest extent possible, or that the goals were no longer relevant due to changing conditions. The Committee thereby formally voted to deem this Strategic Plan completed and concluded.

The sections below show the Committee's responses on April 4, 2017, to each of the elements of the Strategic Plan that had still been outstanding as of August 19, 2013.

* * * * *

CHANGE FROM 3-YEAR TO 5-YEAR GOAL

In 2013, the following had been extended until 2018 to allow more time for completion. Each item shows the Follow-Up Committee's update on April 4, 2017 and the Committee's final conclusions for each goal.

LITERACY/LANGUAGE ARTS:

- a. Revisit and expand as necessary the existing time spent by classes in the school library.

COMMITTEE DECISION: No longer necessary for research purposes due to the wide presence of iPads and stationary computers in classrooms. In addition, the library continues to provide student and staff access to the library collection by filling individual requests for particular books. The librarian personally delivers requested books to classrooms or offices. Also, since 2013, classes visit the library regularly as follows:

--Middle School: monthly visits.

--Grades K-5: weekly visits.

--All classes: as scheduled by teachers as needed.

--Computer Lab: visits to Lab and to Library occur on same day (since 1993), with half of class attending one, and the other half attending the other, then switching.

TECHNOLOGY:

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

COMMITTEE DECISION: No longer necessary since iPads were provided for students in most classrooms, starting in 2013-2014 in two pilot classrooms, then expanding to the rest of school soon thereafter.

DIVERSITY:

- 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.

COMMITTEE DECISION: No longer an issue due to demographic shifts in the Community, with an increase in Asian and Hispanic populations, which now comprise the majority of students. Our school is very diverse and well-integrated.

RETAINABILITY:

- b. Institute a K-8 Mentoring Program and explore how best to implement it, advertise it, and refine it as warranted.

COMMITTEE DECISION: Not needed as a stand-alone entity. School staff provide much support to students.

ACADEMIC ASSESSMENT:

- b. Add other academic content areas for benchmark assessments in grades K-8, starting in the 2014-2015 academic year.

COMMITTEE DECISION: Had expected state to institute academic standards for academic disciplines besides Language Arts and Mathematics, but this did not happen. Benchmarks for the latter two disciplines have been in place since 2015.

SCHOOL ENROLLMENT:

- c. Create new programs, such as by reviewing and updating Admissions Committee policies and guidelines and creating focus groups for ideas.

COMMITTEE DECISION: CLS has added new programs each year since 2010. Instituted Advanced Spanish in Fall 2016. Added I-20 students in 2010. Created Transitional Kindergarten (Pre-K) in Fall 2017. This goal will be added to Schoolwide Action Plan for continued attention.

FINANCES— REVENUES:

- e. Explore hiring a part-time marketing consultant or staff member.

COMMITTEE DECISION: In years prior to 2017, the Principal had explored such a hire, but finances precluded the feasibility of this, and no staff members were free to assume the duties of marketing. However, the Principal has sought candidates and has interviewed a viable candidate with the intention of hiring him in 2017. However, to be sure this goal remains, it will be added to the Schoolwide Action Plan.



COMPLETED ITEMS

The following goals had been attained by August 2013 and were deemed completed at that time by the Follow-Up Committee:

GOAL 1. ACADEMIC PROGRAMS:

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:

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.

LITERACY/LANGUAGE ARTS:

5YG:

- b. Explore the usage of an Accelerated Reading Program as a supplement to the existing language arts curriculum.

GOAL 3. FACULTY:

ACADEMIC INTERVENTIONS:

3YG:

- b. Expand My Student's Progress to better monitor the progress of students in language arts and math.

ACADEMIC ASSESSMENT:

3YG:

- a. Institute benchmark assessments in language arts and math in grades K-8.
- 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.

PARENTAL COMMUNICATION:

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 5. FINANCES & SCHOOL GOVERNANCE:

SCHOOL ENROLLMENT:

3YG:

- a. Use and expand existing programs, such as Recruit-A-Student, Prospective Parents Day, and Pep Rally Day, which is now referred to as Rally Day.
- b. Expand the pre-school program.

INCREASED COMMUNITY VISIBILITY:

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 Trunks for Treats.

FINANCES— REVENUES:

3YG:

- 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.

PERSONNEL RELATIONS:

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.



ADDITIONAL ACTIONS ADDED TO PLAN

The following items exceeded the goals of the Strategic Plan and were also identified in August 2013 by the Follow-Up Committee as pertinent school accomplishments. These were appended to the bottom of the report presented to the School Board in 2013.

In addition to the original Strategic Plan, the administration, faculty, and staff at CLS have accomplished the following actions to better further the success of our students, school, and overall community.

- Piloted the **academic use of iPads** in two classrooms, with the intention of expanding the availability of this technology to two other classrooms in 2013-2014 and to all students soon thereafter.
- Procured **professional staff development** for faculty and staff regarding the use of iPads in instructional contexts.
- Has expanded the visibility of **diversity** on our campus through community outreach.
- Hired an **after-school tutor** to provide 2 hours of tutoring daily to any students K-8 after school in all subjects; housed in the Study Hall of the Day Care Learning Center.
- Added “SumDog,” an online **mathematics competition** among students, to our extra-curricular offerings to provide more rigor and student engagement in core subjects.
- Enhanced the use of technology, especially new and social media, in **communicating with our parental community**.

UPDATED ADDITIONS, 2014-2017:

- Added the Mathematics Team in 2014.
- Added the Robotics Club in 2016.
- Added the Spanish Club in 2017.

FOOTNOTE:

Strategic Plan revised as shown above on May 10, 2017 for presentation to, and final review by, the CLS Follow-Up Committee at a formal meeting on May 16, 2017. The Follow-Up Committee agreed with the points outlined in this updated Strategic Plan and approved it in this final, concluded version, which was formally presented to the CLS School Board for approval in 2017. The School Board approved it and deemed the Strategic Plan concluded.

THIS CONCLUDES THE STRATEGIC PLAN.



IMPACT OF THESE CHANGES ON SCHOOL AND/OR PROGRAMS

These changes and developments are positive for our school. Though our enrollment has declined slightly, CLS is still able to offer a rigorous, effective academic program for our students; a faculty that is highly professional, formally prepared, and very experienced; a strongly loyal classified support staff; a focus on monitoring our guidepost documents/roadmaps for continued school improvement; a clear, open line of communication with our School Board to ensure buy-in; a safe, nurturing environment with multi-cultural diversity; and clear expectations and goals for our students, as the next chapter will show more fully.

The next chapter details all the improvements that have been made in complying with the last WASC Visitation Team's Critical Areas for Follow-Up.