

KCS

KING'S CHRISTIAN SCHOOL

Educating for Life

Strategic Plan 2013-2018

King's Christian School

King's Christian School provides an educational environment that supports the faith based practices of home and church to ensure that students are given the strongest possible foundation to become true Disciples of Christ.

MISSION STATEMENT:

As a community of Christians,
we desire to educate for life.
Our mission is to teach children to
know God, His word and His world,
challenging children to excel, yet
with humility serve God and humanity.

Table of Contents

1.0	Introduction.....	1
2.0	Mission Statement.....	2
3.0	Core Values.....	2
4.0	Vision Statements and Goals	3
4.1	Educational Program	3
4.2	Staff	4
4.3	Community	4
4.4	Parents and Guardians	5
4.5	Infrastructure	6
4.6	Governance.....	6
4.7	Finances.....	7
5.0	Closing.....	7

1.0 Introduction

Based on the vision of parents and the Christian community in the Shuswap and North Okanagan, KCS began operation in 1977 as Enderby Christian Academy, enrolling 42 students in its first year. The school followed the Accelerated Christian Education (ACE) program and used the facilities of the Enderby Evangelical Chapel. In 1985, Enderby Christian School qualified for Group One funding with the BC Ministry of Education and began following the BC Ministry of Education core curriculum using a variety of resources and Christian curriculum.

In 1988, the Enderby Evangelical Chapel purchased the Cliffview building and the school began operating from this site. It purchased its first school bus in 1991, helping to increase enrolment.

The authority to operate the school changed in 1994 from Enderby Evangelical Chapel to the Christian Education Society of Enderby. In 1997, a door was opened for the school to work jointly with the Broadview Evangelical Free Church in Salmon Arm to develop a church/school facility. In October of 1997, with the move to Salmon Arm in mind, the Christian Education Society of Enderby voted to change the name of the school to King's Christian School. In September 1998, King's Christian School opened in its new location. The addition of a second bus in 1998 expanded the school's reach through to the Sorrento area. In 2006 the Society changed its name again to the Shuswap Christian Education Society.

After offering an elementary school program for over 20 years, KCS began the development of a high school program a decade ago. The KCS community realized that vision in 1999 when it saw its first Grade 12 class graduate from the school. Enrolment topped 200 in the 1999-2000 school year. In the spring of 2004, KCS high school students began serving on missions trips. In 2011 a preschool program was added to KCS via a strategic partnership with the Shuswap Community Church, and is held in their facility one block north of the current campus.

Throughout the growth and development of Christian Education in the Shuswap area, the parents, teachers and leadership at KCS have continued to come together to fulfil a God given responsibility to raise children in the knowledge of the Lord and His calling in their lives. Key to this first 40 years has been a continuing effort to strive to be close to Him in both the strategic leadership of the school as well as the day to day, looking for innovative ways to work together in community to fulfil our mission.

In an effort to pause and affirm our mission, and define a longer-term vision for the school, a strategic planning process was initiated last year. The result of that process is outlined here. The strategic plan discusses the school's mission, core values and vision statements for key operational areas of the school. Strategic goals have been developed for each of the Vision Statements. These goals reflect what are considered to be priorities for the society to implement within the five year time-frame of the Strategic Plan. Some of the goals involve the assessment or understanding of situations or pressures that may exist, with the intent that further actions, goals and timelines will be developed.

It is our prayer that this plan will provide an overall direction for the school in the next 5+ years, as we "wait on the Lord", strive to understand his calling on our lives and step out in faith.

2.0 Mission Statement

“As a community of Christians we desire to educate for life. Our mission is to teach students to know God, His Word and His world, challenging students to excel, yet with humility serve God and humanity.”¹

3.0 Core Values

The core values outlined below are principles and beliefs that will guide all that we say and all that we do as students, parents, staff and leadership at KCS. The core values may be ideals, but represent what we will actively strive for.

Learning In Truth

- Teach the extraordinary truth of God’s Word, creation and redeeming sacrifice
- Cultivate a mind-set of creativity and wonder
- Pursue personal and professional excellence

Community and Relationships

- Love, because Christ first loved us
- Create a relational space of trust, to allow for authenticity
- Function within partnerships, working as a team

Service

- Faith requires action in order to have integrity
- Be generous with our time, talents and resources as they are all gifts from God
- Demonstrate the love of Christ by serving with humility and joy

¹ The mission statement has essentially been maintained, with a few minor wording changes used to clarify and simplify the statement.

4.0 Vision Statements and Goals

Vision statements are outlined below as a description of the direction of the school as it pertains to different parts of our operation. These vision statements will help drive focus in the coming years as we strive to remain faithful to God in the implementation of our Mission. These vision statements are not meant to fully capture all aspects of our “business”, but provide the backdrop through which our actions will be guided.

The vision statements are then each followed by goals that reflect priorities for the society to implement within the five year time-frame of the Strategic Plan (2013-2018). Some of the goals involve the further assessment or understanding of a situation or pressures that may exist, with the intent that further actions, goals and timelines will be developed.

4.1 Educational Program

VISION: At KCS we will focus on learning. All KCS students will be supported in learning through a process that recognizes their individual God-given gifts and learning styles. Our curriculum and programs will inspire our students to know God, His Word and His world.

CONTEXT: Our mission is to teach students to know God, His Word and His world. Our goal is student learning. The Education Program generally applies to the courses of study that are provided at the school. This includes both the content of those courses (information, understanding, skills and attitudes) as well as the strategies to make the program foster meaningful learning and student formation. It is the intent of our education program that all be taught consistently from a biblical worldview while recognizing different learning styles. The educational program must be one that does not focus on the delivery of information or knowledge, but on the development of understanding. Our education program must be intentional and it must engage and inspire our students to live lives in response to God.

ENHANCING THE CURRENT PROGRAM

1. Complete a review of the learning assistance program, with consideration for a gifted or enrichment program.
2. Evaluate the delivery of applied skills training for our students with consideration of how we are meeting current and future needs.
3. Continue to utilize school wide and multi-grade events and programs to both enhance learning and build community within the school.
4. Explore opportunities to work with other organizations within the Shuswap to augment or assist in the innovative delivery of our programs.
5. Ensure the use of experiential, out-of-school activities, and a project-based approach in support of student learning and growth.
6. Develop 5 year plan for the athletics program, which would encompass the involvement of parents and students in opportunities for the growth of our current teams and investment in future sport teams, a commitment to the development and training of coaches and increasing both competitive and exhibition style games.
7. Continue to develop and support the excellent Fine Arts programs currently available at King’s, such as music, junior and senior band, the vibrant art program and engaging drama program, among others.

INTERNATIONAL STUDENTS

8. Continue to explore an international education program in support of students attending King's, including encouragement of intercultural experiences.

INFORMATION TECHNOLOGY

9. Complete a five year Information Technology & Infrastructure plan to support student learning, operational effectiveness and long-range goals.

4.2 Staff

VISION: KCS will attract, retain and support the development of staff that are committed to student learning, partnerships with parents and the active implementation of our mission and vision. We will focus on inclusion, appreciation and accountability to create a safe, yet challenging, work environment.

CONTEXT: Teaching at KCS requires a commitment to student learning; a commitment to create a learning environment and experience that we would not want any student to miss out on. Within community, we will collaborate, support and challenge one another, striving for excellence in educational practices. Excellence in educational practices is measured through effective student learning.

10. Promote a working environment where our staff can be safe, challenged and supported.
11. Support staff through the development of a clear, collaborative, goal-driven teacher evaluation process.
12. Develop an approach for individual and group professional development in support of clear personal and staff-wide professional development goals.
13. Develop a clear and scheduled plan to ensure we are able to meet and maintain at least 90% of the SCSBC salary scale.
14. Develop a staff orientation package and process to ensure new staff are fully supported for maximum personal and professional success.

4.3 Community

VISION: KCS will be known as a school that fosters a culture of learning and service within community. We will actively develop and support intentional, healthy relationships with and between students, parents, community supporters and the broader Shuswap community.

CONTEXT: Whether it is in celebration or as we work through challenges and struggles, in community there is a commitment to one another. What it means to be in community needs to be commonly understood and an intentional part of all our decisions and actions.

COMMUNITY ENGAGEMENT

15. Engage parents and supporters in the communication, understanding and celebration of Christian Education and community as articulated in this Strategic Plan.
16. Connect with and engage churches in the Shuswap, in the sharing of our mission and visions.
17. Implement a formal exit interview process for parents, students and staff that, for whatever reason, leave the school.

18. Develop partnerships with local Shuswap businesses that allow for a mutually beneficial relationship.
19. Be more present and visible in the community via increasing our off-campus activities, which are often missional in nature, yet still integrated into the classroom learning experience.

RECRUITMENT

20. Develop an active and intentional school wide recruitment strategy, with specific consideration for preschool and kindergarten recruitment.
21. Complete an assessment of the desirability and viability of satellite preschools in areas surrounding Salmon Arm, including Enderby, Sorrento and Sicamous.

4.4 Parents and Guardians

VISION: KCS partners with parents in the fulfilment of their God-given responsibility. We will get to know, support and communicate openly and intentionally with our parents to support their children's learning and growth

CONTEXT: As a "parent-run school" we are assisting parents in their God-given responsibility to raise their children. Our relationship with parents should be one of partnership in a proactive, engaging and supportive relationship. We must strive to understand our parents, their challenges and their cares as well as work actively and proactively to share with them the mission of the school and what that means for their children everyday.

PARENT RELATIONS

22. Develop a multi-year parent induction program that intentionally helps parents gain a deeper understanding of Christian Education.
23. Develop specific strategies to engage with parents of pre-school children in the mission and vision of KCS.
24. Develop a structured "family adoption" program that supports new or re-enrolling families in their experience at KCS.
25. Board and Administration to ensure intentional and regular communication with parents regarding the mission and vision of the school and its intentional implementation.
26. Teachers to implement a proactive, intentional and continuous program of communication and engagement with parents regarding the school and their children's' learning and growth.
27. Regularly engage parents through questionnaires or other means to secure feedback for programs and plan for future development and delivery of our mission and vision.

4.5 Infrastructure

VISION: KCS will develop equity in facilities that support student learning, support the development of community and contribute to our identity. We will be creative and innovative in the implementation of our infrastructure vision, being open to on-going relationships with local churches.

CONTEXT: KCS has been blessed in our facilities through our relationships with churches. Despite a desire for the development of equity over the long-term, continued relationships with churches also promotes community and sound resource stewardship. Together as Christian organizations, we have been and will be able to do more than we can do independently.

SCHOOL FACILITIES

28. Complete an assessment of the community of Salmon Arm and the Shuswap region in order to understand population growth and demographics and the implications to KCS enrolment and long-range planning.
29. Document core requirements for our facilities to sustain the planned growth.
30. Develop a financial business case to support the development of equity in school facilities within a 5-10 year time-frame.
31. Consider options to liquidate the 30th St SE property (adjacent to the “Field of Dreams”) as needed to facilitate other strategic infrastructure goals.

TRANSPORTATION

32. Complete an assessment of extending bussing service to Sicamous and communities east of Salmon Arm in order to support increased enrolment.

4.6 Governance

VISION: KCS will implement strategic board governance, supported by a solid administrative or management structure built around clear planning, process, accountability and communication.

CONTEXT: Over the last 2-3 years, KCS has been intentionally, yet informally, moving the board of directors by design and operation to become more strategic. This effort and direction must be supported by clear accountabilities throughout the organization, and a solid management and administration environment.

GOVERNANCE

33. Complete a governance review in order to ensure that full benefits of this direction are being realized and risks are being managed.

POLICIES AND PROCEDURES

34. Complete an assessment of current policies and develop additional policies based on a risk assessment.
35. Establish regular reviews of established policy to ensure they remain operationally relevant.
36. Develop an on-line central repository for policy and administrative documents.
37. Implement a Customer Relationship Management (CRM) type database for the management of points of contact with the school in support of all communications and programs.

4.7 Finances

VISION: KCS will have a solid and diverse funding structure to provide financial stability and support operational and strategic goals in a stewardly manner.

CONTEXT: Over the last 35 years, KCS has been significantly blessed by solid financial management from the board, treasurer, committee and staff at all levels. We are appreciative of the commitment of our staff and parents and the faithfulness of the Lord, our provider. As we are currently completing long-range planning (including key strategic initiatives that will require funding), actions regarding our fundraising, financial management and stewardship will remain key to maintaining stability and facilitating future growth.

FINANCIAL MANAGEMENT

38. Complete a school wide assessment of financial risk and financial controls and develop key actions for implementation.
39. Develop long-term (2-5 year) budgeting process to allow for long-term view of financial realities.
40. Identify costs required to implement strategic initiatives.

FUNDRAISING

41. Develop a fundraising campaign to support strategic initiatives held within the plan.
42. Complete a broad assessment of innovative funding opportunities to support traditional funding mechanisms such as tuition, grants and the annual fund drive.
43. Expand annual fund drive with specific strategies for key donors.

5.0 Closing

The KCS Strategic Plan 2013-2018 was developed to provide guidance to the community of Kings Christian School and specifically the Board of Directors, administration and teachers in the implementation of our mission and vision in the next five years. The core values should be clearly communicated, understood and be the “flavour” that should permeate all that we do. The vision and goals should provide for specific focus to key areas of the schools operations

It is the intent that the strategic plan vision and goals should be reviewed regularly by the board of directors, along with progress towards the completion of each of the goals. The progress against the strategic plan should also be reported to the community at the annual and semi-annual general meetings of the society, to allow for open communication, understanding and accountability.

The strategic plan has been intentionally drafted as a five year plan. Within 4-5 years, consideration should be given to re-assessing the plan, with work undertaken to update the plan or write a new strategic plan to provide further guidance into the future.

In the implementation of the plan, and the continued delivery of Christian Education in the Shuswap, we must wait on the Lord, be faithful to him, strive to understand His calling in each of our lives, work actively to further community and act in a prayerful and intentional way.

**“Unless the Lord builds the house, its builders labour in vain.
Unless the Lord watches over the city, the watchmen stand guard in vain.”
Psalm 127: 1 (NIV)**