



***Strategic Plan
2009-2011***

**Christian Life School
Revised April 28, 2009**

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Credits

We wish to thank Andy and Lori Ackerman of Myriad Consulting for their generous assistance in preparing this document.

About Christian Life School

The School was founded in 1981 by a group of parents who wanted to provide their children and other children in the community with a quality education from a Christian perspective. In 1989 these parents asked Christian Life Centre about taking on the oversight of the school as one of their ministries. The Church accepted and became the authority for CLS.

As a Class 1 Independent School, Christian Life School teaches BC Curriculum K-12 from a Biblical point of view. Morning devotions, Bible classes, and Chapel are classified as a locally developed Bible / Christian Perspective course. The School also includes local churches and pastors and ministries that come to the community and Christians willing to share with the students and staff during these times.

As mentioned above, the school is a BC Government Ministry of Education- Group One School. This certification means:

- Regular BC Ministry of Education School inspections
- Teachers are BC certified (BC College of Teachers or Ministry of Education)
- The educational program meets all the BC Government learning objectives
- The school facility meets all local zoning and health regulations
- Students write all Provincial exams, participate in student testing (FSA tests) and graduating students receive the Dogwood certificate.

The School is open to all parents and students from Kindergarten to Grade 12.

There is also a large Special Needs program with a Certified Specials Needs teacher and Educational Assistants who assist students with special physical and learning challenges.

The Strategic Plan

Like every other school, the School is facing some challenges which has generated the need for this strategic plan. Some of those challenges include:

- Financial sustainability
- Enrollment
- Facility development
- Building stronger relationships in the community
- Enrollment stability

This plan addresses all of these challenges and presents goals, objectives and strategic areas of focus (work plans) that will provide the direction needed for the Board, staff, students, parents and community partners.

Mission and Vision

The board determined that a new Mission and Vision were needed to better reflect current thinking on where the School should be headed.

Mission

Christian Life School is a caring and safe haven that strives to disciple and educate students in a Christian world view.

Vision

To be the cornerstone Christian regional training centre attracting and enabling youth and their families to become whole in their lives so that they become salt and light to their communities

Governance

Christian Life Centre appoints a School Board to operate Christian Life School. The Church Board annually approves the School budget and is consulted and informed on matters relating to the facility, policies, and programs of the School.

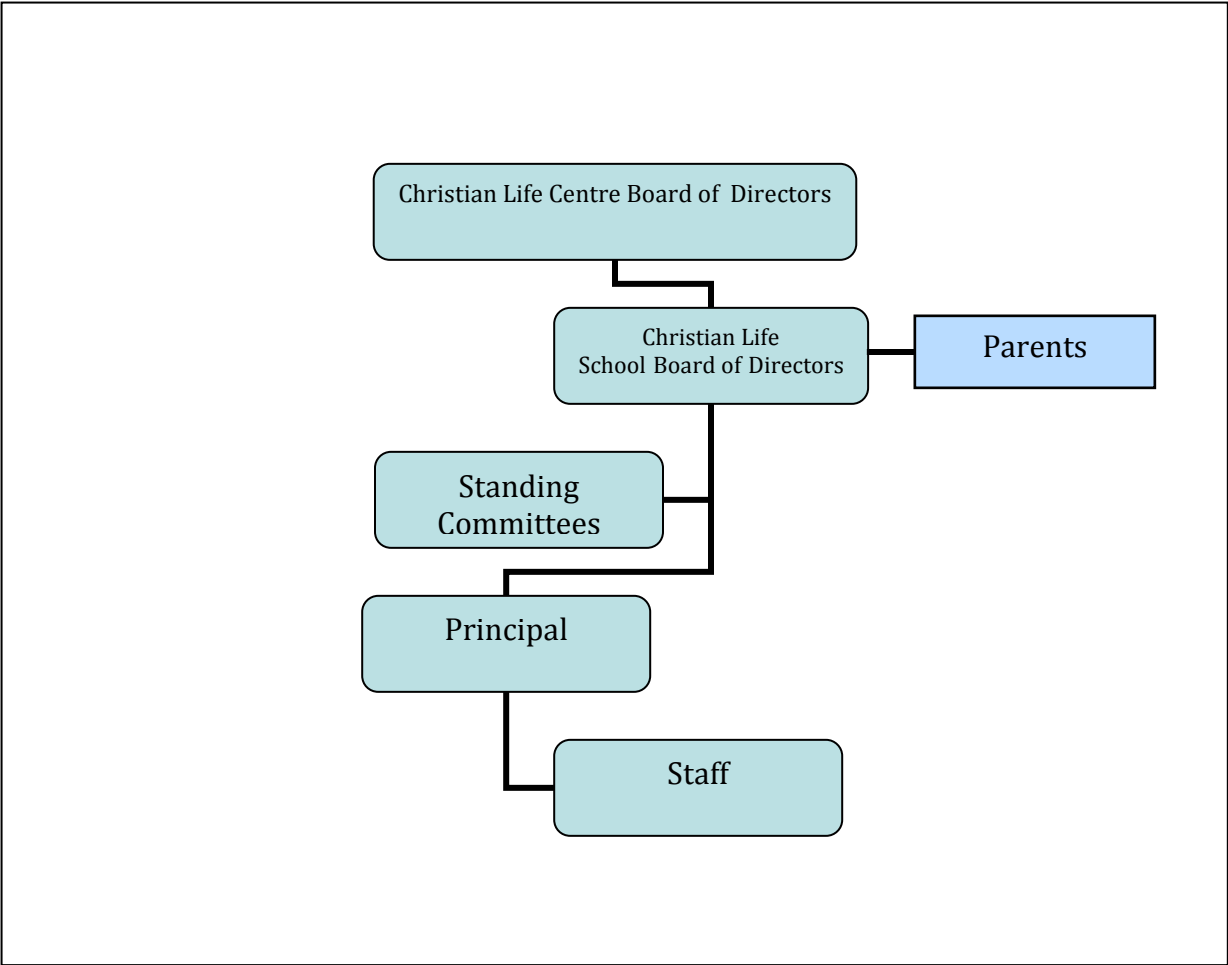
The School Board consists of up to 10 members. The general governance of the Board can be best described as policy/operational.

The primary functions of the Board are:

- creating following the goals and objectives of the School
- establishing the mission, vision and mandate
- strategic planning and corporate direction
- assuming final authority and accountability for all operations
- ensuring all operations comply with all applicable legal and regulatory requirements
- ensuring “customers” served by the Board are represented in operations and activities
- advocating for the resources required to carry out the mission and mandate of the School.

The Board is supported by the Principal.

The organization chart is best described as:



Our Partners

Our School has many partners in parents, alumni, individual supporters in the community, churches and ministries who provide support and function to the Board. These partnerships are also an important part of both the present and the future.

We are a member of the Association of Christian Schools International (ACSI) which is the largest association of Christian schools in the world.

ACSI provides conferences and workshops for board and staff training as well as curriculum and many other services.

Our Progress

The Board has made a number of progressive steps over the past few months to address both short and long term planning. In response to a need for funding, they have launched a fund raising drive to meet both short and long term needs. The Board has also undertaken a strategic planning process which will provide direction to all associated with the school.

Strategic Planning

The Board has developed this three year corporate strategic plan that guides policy and development of day-to-day operations of the organization. The plan defines goals, expected outcomes and corporate strategies that cover both the geographic and topical areas of our mandate. It will be updated annually.

The new strategic plan will see a major shift in both priorities and membership. The Board feels that by doing this, they will strengthen the School's short and long term opportunities that will benefit both the School and the communities that it serves.

Planning and Evaluation Framework

The Board solicits input from a variety of sources to develop its strategic plan. We have used the expertise of both our Board and key staff to ensure that the plan's direction is consistent with the Board's goals and needs. We will continue to involve our members and partners to ensure that our plan reflects their viewpoints and vision of the School for both the current and future needs.

2009-2011 Strategic Areas

The following areas have been designated by the Board as priority issues that need to be addressed. Some are very short term while others will take more time to develop and implement.

1.0 Goal: Financial Sustainability

The School needs to focus on ensuring that we have sustainable funding to address critical needs. These needs include such things as staff, operations and facilities.

1.1 Objective: To stay out of debt.

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Deadline</i>
Update parents on a regular basis on the finances of the school	Parents will be better informed on the financial situation of the School	Staff/Board	April 30/09
Keep the debt picture in front of the Board at all times.	Monthly financial reports including status of any debt	Treasurer	On going

1.2 Objective: To build a contingency fund of \$200,000 by September 2011

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Deadline</i>
Develop a fund raising plan	Reach the target of \$200,000	Staff/Board	September 2011
Ensure that a surplus is built into every annual budget	A contingency fund that will address unexpected expenditures	Staff/Board	Annual budget

1.3 Objective: To ensure that every budget is balanced

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Deadline</i>
To create annual balanced budgets with a yearly contribution to a contingency	Balanced budget	Staff/Board	Annual budget

2.0 Goal: Increased Enrollment

One of the methods of ensuring a school's long term survivability is to increase retention and recruitment of students. Both will depend on what the school offers to students and the School's commitment to continued improvement.

2.1 Objective: To increase the number of high school students by 40 by September 2011

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Deadline</i>
Develop a communications document for parents on the importance of high school	Parents increased understanding of the need to keep high school students at the School	Staff/Board	April 30, 2009
Develop a plan for more high school related facilities	Completed plan for increased/improved facilities	Staff/Board	June 30, 2009
Define Junior High and Senior High Schools	Completed definitions for both	Staff	May 30, 2009
Develop handbooks for both Junior and Senior High School students	Handbooks completed for both levels	Staff	August 2009

2.2 Objective: To increase the number of elementary students

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Deadline</i>
Develop a handbook for elementary students	Handbook developed especially for the elementary students	Staff	August 2009

3.0 Goal: Facility Development

Having proper facilities is important in the development of any school. It is important that the Board deal with the current needs and develop a plan for future needs as the school grows in both size and scope.

3.1 Objective: To develop a facility plan with a budget by October 2009

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Deadline</i>
Individual facility plans for elementary, Junior and Senior High and for single grade classes	Facility plans that can be implemented as budgets permit.	Staff/Board	October 2009
Assign a team with representation from staff, Board, students and parents to work on the facilities plan.	A collaborate and cooperative approach to facility planning which will result in buy in from everyone involved.	Board	May 2009
Locate a facility planner to assist with the facilities plan	A professionally developed plan	Principal/Board	May 2009

4.0 Goal: Unified School

Good relationships between students, teachers, Board, parents, partner Churches, etc. are imperative in the ongoing growth of any school. It is important that all be unified in their approach to issues and challenges.

Objective 4.1 To build a stronger relationship between all members (students, teachers, Board, parents, Churches, etc.) of the school community.

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Deadline</i>
Annually conduct a client satisfaction survey.	Board will have a much better sense of any issues and the overall satisfaction rate.	Board	June 2009
Develop a buddy class program within the school	Stronger support and collaboration between classes and age groups	Staff	August 2009
Explore the option of having a representative of the Churches on the Board	Stronger relationships with partner churches	Board	June 2009
Maximize the use of the talents of individual staff members through assignments to various functions within the School	Talents used for the maximum benefit of the school body.	Staff	September 2009

Objective 4.2 To increase communications within the school community

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Deadline</i>
Hold two communication sessions per year around a review of the strategic plan's progress with Board, staff, student council and parents	Stronger communications between the parties and increased school spirit	Board	September 2009

Provide updates to Church bulletins on School activities and issues.	Stronger partnerships with partner Churches.	Staff/Board	October 2009
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Goal #5 Enrollment Stability

Retention is a big issue for any school and our School is no different. Strategies need to be developed to increase retention rates so that student enrollment can increase.

Objective 5.1 To retain the present level of enrollment for 2009

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Deadline</i>
Prepare a report that compares the numbers of students to impacts on budgets.	Board will have a clearer understanding of the need for retention.	Principal	June 2009
Conduct a retention study using a survey and other tools.	Board and staff will have better knowledge on issues around retention for the School.	Principal	September 2009

Objective 5.2 To create a scholarship and bursary program.

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Deadline</i>
Explore current programs in other schools that might be applicable to our School.	A meaningful scholarship and bursary program.	Principal	June 2009

Objective 5.3 To develop and/or participate in work experience or trades programs being offered in Fort St John.

<i>Strategic Areas of Focus</i>	<i>Outcomes</i>	<i>Responsibility</i>	<i>Deadline</i>
Explore current programs being offered locally	A report for the Board to consider.	Staff	August 2009
Conduct discussions with industry and trades groups to see if there are any possibilities for new programs being offered for high school students	Agreements on work experience and trades programs for high school students	Staff	September 2009

Conclusion

This plan outlines the short and long term goals of the School. In meeting these goals, the School will be better positioned to meet both current and long term needs of the school and community. By working together in a collaborative way, all concerned parties will assure the Christian Life School of a long and healthy life.

All comments, input and questions on this plan should be directed to Chair of the School Board or the School Principal.