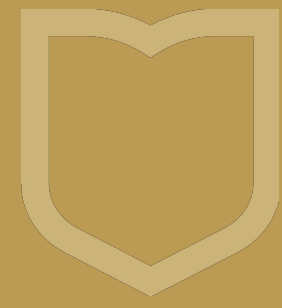




Strategic Organizational Planning



BOOTCAMP LEARNING OBJECTIVES

Debrief so far & Check-in



- Establish an understanding of Strategic Planning - what it is & why it matters
- Clarify the difference between a strategic organization & a strategic plan
- Identify barriers to leading a strategic organization
- Create a framework for the school to create its own strategic plan for growth
- Receive coaching on the unique situation of your school

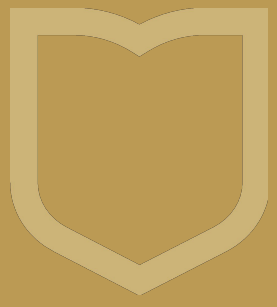
SESSION 6

CORE COMPONENTS OF A PLAN & LEADING THE CONVERSATION



	<i>Actual</i>	<i>Budget</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	
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Q&A

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ACCORDING TO THE APOSTLE PAUL

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It does not envy, it does not boast, it is not proud.

It does not dishonor others, it is not self-seeking, it is not easily angered, it keeps no record of wrongs.

Love does not delight in evil but rejoices with the truth.

It always protects, always trusts, always hopes, always perseveres.



Love'em
Lead'em *And*

We are devoted educators because we value the privilege to improve the lives of others and to make our community and the entire world better.

We work at it, rising early and sometimes staying late, doing what has to be done not out of drudgery or obligation but from a devotion to our craft and the ones we serve.

We recognize the temptation to drop out heads and commiserate with others about the heavy workload and relentless demands, but we inspire intelligence and wisdom, lift up the lost and defeated, and make learning a pathway to a fulfilling life.

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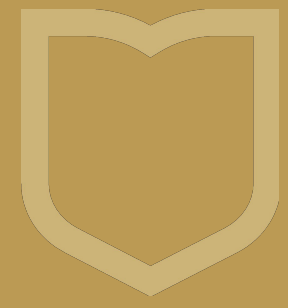
Love'em and Lead'em!





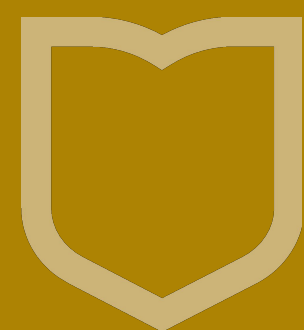


NEXT STEPS & 3 STRATEGIC COMMITMENTS



COACHING SESSION INSTRUCTIONS

- Be on time to your session, notify the coach when it is time to switch
- End on time, do not take time from other groups
- This is your time - use it wisely with your coach
- When not in your coaching session, be identifying your 3 strategic commitments or strategic questions for your session



COACHING SESSIONS

	Scott <i>Room #1</i>	Alan <i>Room #2</i>	Andrea <i>Room #3</i>	Tammy <i>Room #4</i>
2:10	Greenbrier	Calvary Christian	Arthur	Lamplighter
2:30	Brown County	Trinity Christian	Mighty King	Waterbrook
2:50	Immanuel	Trinity School	Academy 31	Cathedral Oak
3:10	Northstar	Intown	Maximum Christ.	Redwood
9:25	Ambassador	North River	Kingdom Christian	Christ Lutheran
9:45	Sonshine	Landmark	Fellowship	Hillside
10:05	McKinney	Heritage	Heart of Christ	Faith Christian NE FL
10:25	Spanish River	Hendersonville		Hancock

10:55 - Small Group Breakouts in same room as yesterday

1

The Troll Exercise (pg. 9).

Before we can think strategically, we must identify the "trolls" holding us captive. What constraints are holding creative and innovative thoughts back on your team?

2

Good To Great Concept (pg. 13).

Understanding that "disciplined people -> disciplined thinking -> disciplined action" is the crux of a successful org, explore whether this concept describes your team.

3

Getting Out of the Rut! (pg. 17).

We can't lead disciplined people unless we're a disciplined leader. How do you lead *yourself* so that you can think strategically and make strategic decisions?

4

Asking Strategic Questions (pg. 20-21).

The first step toward identifying your strategic context is to define reality. What questions on these pages do you have clarity about? Which less so?

5

12 Disciplines of Effective School Leadership (pg. 16).

Audit your school's Leadership Capacity, Organizational Health, and Continuous Improvement. How are you doing? Which way are you trending?

6

Lencioni's Value Ranking (pg. 22).

Values drive (or should drive) our positioning and practices, but not all values are equal. Which values are your core values, permission to play, and inspirational?

7

Strategic Context Modeling (pg. 23).

Using the strategic questions and ranked values, define your strategic context model. Do you have clarity on the various factors that articulate your context?

8

Identifying Data Sources (pg. 27-34).

Whoever owns the data owns the floor. As a leader, do have the data points you need to make strategic decisions? Are you asking the right questions?

9

Defining the Terms (pg. 40).

Is there clarity between Strategic Priorities/Goals, Key Performance Indicators, and a Continuous Improvement Plan?

10

3 Strategic Commitments (pg. 52).

We've asked you to make collective commitments (at most three) as a result of this strategic planning training. These should represent each member's pledge to the group and the group's work.



We want your feedback!

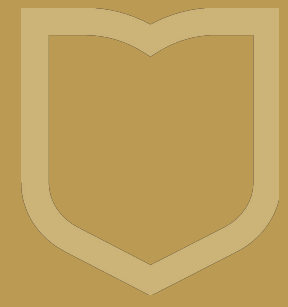
Please individually complete this brief feedback form:



If you finish early, leave us a review on Google!

GRADUATES





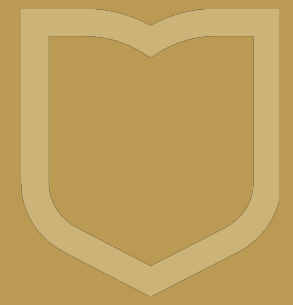
FOUR PRINCIPLES FOR STRATEGIC LEADERSHIP

1. Make room to disconnect.
2. Make room to reconnect to your “why.”
3. Make room to do deep work.
4. Make room for joy and bring it with you.

Stability Strategy

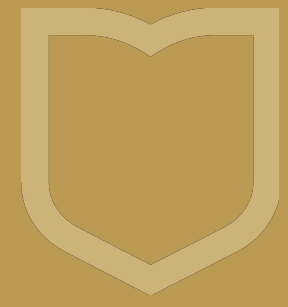


Build sustainable facilities that secures the long-term future of Logos Prep; fosters faith, family, and discipleship; and expands opportunities for the Logos Prep community. The goal is to provide an environment that supports a transformative experience by empowering students to deepen their faith, form meaningful relationships, achieve academic excellence, and actively engage through worship and the arts, athletics, and other extracurricular activities.



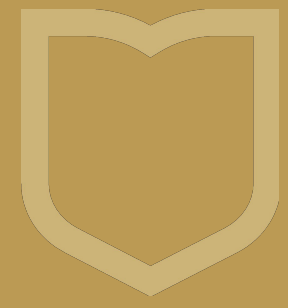
IMPACT AREA 2: TEACHING AND LEARNING

- » Strategy 1: Continue implementing Teaching for Transformation, providing teachers the necessary support that leads to formational learning experiences and milestone learning experiences at each level that invite students to live God's Story.
- » Strategy 2: Grow the capacity and competency of faculty and staff to provide excellent inclusive education.
- » Strategy 3: Complete regular cycles of horizontal and vertical curriculum alignment.
- » Strategy 4: Create a growing disciple profile to measure the effectiveness of the SCCS mission and vision and to serve as a cohesive articulation of the aim of the school.



IMPACT AREA 3: CULTURE

- » Strategy 1: Invest in leadership capacity and continuous improvement of SCCS board, faculty, and staff.
- » Strategy 2: Develop a distinct middle school culture.
- » Strategy 3: Develop and strengthen a competitive compensation package and welcoming induction process for administration, faculty, and staff.
- » Strategy 4: Improve the student experience at lunch.



IMPACT AREA 4: ADMISSIONS AND COMMUNICATION

» Strategy 1: Create a marketing and communication plan that will create engaging ways to share the SCCS story to those new to Christian education; develop predictable rhythms of communication with faculty, staff, parents, and constituents; and strengthen partnerships with alumni, former families, churches, homeschool families, and latino neighbors.

»Strategy 2: Establish an enrollment funnel management infrastructure, with metrics and communication flows.

IMPACT AREA 1: Facilities and Development



Improvement Strategies:

1. Provide engaging spaces where students, faculty, and staff can be inspired to learn and thrive
2. Demonstrate wise and forward-thinking application of resources through key performance indicators included in the budget
3. Strengthen and maintain church giving partnerships during ESA implementation and anticipated decline in NICSTO funding
4. Provide resources for SCCS mission delivery through a systematic approach to fund development

Desired Outcomes:

- Facilities that serve as conduits for student engagement and learning aligned with the mission and core values of SCCS
- Established key performance indicators are demonstrated/evident in the annual budget
- A church giving and engagement system that supports multigenerational involvement in distinctive Christian schooling
- A comprehensive operational and capital funding infrastructure that sustainably funds the mission of SCCS into future generations

Strategy 2: Demonstrate wise and forward-thinking application of resources through key performance indicators in the budget.

<i>Tactics</i>	<i>Resources Needed</i>	<i>What Success/Completion Looks Like</i>	<i>Deadline</i>	<i>Person Responsible</i>	<i>Cost (\$\$\$ + FTE)</i>
Determine KPIs that set standards/guidelines to make sure we stay within.	Research KPIs that other schools already use and determine what is important for us to track.	Create KPIs and monitor them with each round of reviewing the budget. Keep these at the forefront of planning to make sure we follow our mission. 1. \$75,000 = Tuition Grants 2. 70-80% Compensation of Total Budget 3. 3 Month Operations Reserve (currently \$811,528) 4. Net Tuition Increase per student every year (currently \$9,540)	2024/25 Budget year – starting in September 2023 and each year following	Kelli Van Roekel, Finance Team	\$0



Strategic Plan Dashboard

2023-2028

MONTH: OCTOBER

IMPACT AREA 1: FACILITIES AND DEVELOPMENT

\$9 million raised by spring 2024, budgeted amounts for west wing/safety improvements	\$7,924,781
\$75,000 annually of tuition assistance	In next year's budget
90 days of cash on hand (cash reserves)	\$835,842/\$1,250,000
Debt service built into the budget process	In next year's budget
At least \$750,000 annually from Legacy (for 23-24 & 24-25)	\$799,904/\$750,000
Completed capital repair and replacement fund projection	In next year's budget



Strategic Plan on a Page

2023-2028

Mission Statement:

The mission of Sioux Center Christian School is to disciple God's children by equipping them with a knowledge and understanding of Christ and His creation so that they can obediently serve God and others as they work and play.

Aspiration Statement:

SCCS aspires to be a community where students are treasured, trained, and transformed as they learn and live God's Story. We seek to maximize each family's investment, creating a sustainable, quality, distinct learning environment that is engaging, welcoming, and accessible.

IMPACT AREA 1: FACILITIES AND DEVELOPMENT

- **Strategy 1:** Provide engaging spaces where students, faculty, and staff can be inspired to learn and thrive.
- **Strategy 2:** Demonstrate wise and forward-thinking application of resources through key performance indicators in the budget.
- **Strategy 3:** Strengthen and maintain church giving partnerships during ESA implementation and anticipated decline in NICSTO funding.
- **Strategy 4:** Provide resources for SCCS mission delivery through a systemic approach to fund development.

Strategic Priority			Action Plan					
Enhance the admissions process through the development of effective admissions practices.			Strategic Move #1	Rewrite the admissions marketing materials to accurately reflect the school.				
				Goals				
Goal #1	Goal #2	Goal #3		Tactic	Action	Report	Resources	Report Date(s)
Have a completed admissions funnel by EOSY 22-23.	Have marketing practices in place so local families know we exist by EOSY 22-23.	Tighten up the admissions qualifications by EOSY 22-23.		1.1	Key stakeholders help develop new print materials.	Admissions Director	Donation from a parent	Weekly Meetings
				1.2	Intern develop new school website to reflect new marketing verbiage and admissions funnel	Intern/Director of Marketing	Website Hosting	Monthly Reports
KPI's	KPI's	KPI's	Strategic Move #2	Train Gatekeepers to host new family admissions interviews.				
					Tactic	Action	Report	Resources
1. Written funnel on website. 2. Admissions season - written funnel is followed. 3. Feedback from new families on process.	1. Spreadsheet to track strategic preschools. 2. Social media metrics. 3. Feedback from new families on how they heard.	1. Rewrite Statement of Faith. 2. Admissions Testing Scores. 3. Teacher feedback on new students.		2.1	Train key stakeholders on new admissions qualifications that will be used in interviews	Admissions Director	Training PowerPoint and Hand-outs	Spring Semester Meetings
				2.2	Track new students to see if Gatekeeper interviews were effective.	Teachers reports to Principals	Time for Follow-Up	Quarterly Reports during Fall Semester

Admissions Strategy

Preserve and strengthen our community of “Christ-centered” families through continued investment in the improvement and application of our admissions process. The goal is to provide resources and training for the consistent messaging and discerning selection of successful and engaged Logos Prep families.



Moving from an admissions process that helps us avoid a wrong fit to an admissions process that allows us to select the best applicants.



Talent Strategy

Define a talent strategy that creates clear expectations for identifying, hiring, onboarding, engaging, and retaining talent while helping position us as an employer of choice for a diverse pool of excellent, Christian educators.

Strategic Priority			Action Plan					
Define a talent strategy that creates clear expectations for identifying, hiring, onboarding, engaging, and retaining talent while helping position us as an employer of choice for a diverse pool of excellent, Christian educators.			Strategic Move #1	Capture current hiring practices.				
				Tactic	Action	Report	Resources	Report Date(s)
Goals								
Goal #1	Goal #2	Goal #3						
Build upon employee benefits package	Redesign selection process to include intentional probing and more decision makers	Expand reach when recruiting employees.		1.1	Articulate current practices, evaluating what is effective and what is not worthwhile.	Head of School/Principals	Time Investment	Weekly Meetings
				1.2	Research practices of other Christian schools identifying best practices not currently in place.	Head of School/Principals	Time Investment	Weekly Meetings
KPI's	KPI's	KPI's						
1. Clearly defined benefits 2. Fully developed mentorship program 3. A minimum of two additional employee benefits	1. Well-defined, consistently applied, complete process for evaluating applicants 2. Interview questions aligned to V/M/CV and PoG. 3. Applicants demonstrate the gift of teaching during hiring process	1. Expanded pool of potential employees 2. Diverse pool of applicants 3. Every position is filled by an excellent candidate	Strategic Move #2	Redesign hiring and onboarding process				
				Tactic	Action	Report	Resources	Report Date(s)
				2.1	Rewrite interview questions and add gift of teaching demonstration	Principals	Written questions, Proposed schedule, Example communication	Fall Semester 2023 Nov. Meetings
				2.2	Develop a mentorship program for all new hires.	Mabell Noel	Mentor job description/ School Identified Mentors	Monthly Reports During Fall Semester

Connection Strategy

Develop avenues to strengthen and encourage connections between families, students, and teachers through training and mentoring opportunities, emphasizing the God-given roles each group fills in educating and discipling our community.

Create a comprehensive and well-defined K-12 Logos Prep Student Life program which encompasses both student activities and student ministries while seeking ways to employ impactful practices that enhance opportunities for connection, belonging, and spiritual development.



IMPACT AREA 2: TEACHING AND LEARNING

Curriculum Trak reports indicate 85% of classroom teachers in their year 2+ of teaching have mapped a FLEX unit into their curriculum maps	Reported in May
A third-party review of our inclusive education program (CSI accreditation) as well as an 85% satisfaction score from faculty	100% (Indicated agree or strongly agree on the survey)
Annual survey to paras and faculty regarding inclusive education PD, with a benchmark of rating 4 out of 5 on a rating scale	Reported in May
Students will score, on average, 85% proficient in math and reading on STAR assessments.	Reported in May
100% of the new curriculum and the curriculum of new teachers is mapped in Curriculum Trak in the 3rd year of the mapping cycle	Reported in May
A school-designed measurement that demonstrates the intended ends of the SCCS Growing Disciple Profile.	Not started

IMPACT AREA 3: CULTURE

90% faculty and staff satisfaction on yearly survey	100% (Indicated agree or strongly agree on the survey)
90% student satisfaction on yearly survey	96% (Indicated agree or strongly agree on the survey)
90% employee retention year over year (contracted employees)	82%
SCCS base faculty salary to \$40,000 by 25-26 school year, 4% staff increases yearly	Not started
80% student satisfaction on lunch survey results	50% (Indicated agree or strongly agree on the survey)

IMPACT AREA 4: ADMISSIONS AND COMMUNICATION

80% parent satisfaction rate when surveyed about communication	97% (Indicated agree or strongly agree on the survey)
90% faculty/staff satisfaction rate on communication responses	100% (Indicated agree or strongly agree on the survey)
Completed enrollment management system that tracks inquiries, admits, commits based on benchmarks and historical data	Reported in May
2% enrollment growth per year for the next 5 years	5.5% (518 to 547)



Strategic Planning

Nashville, TN
June 2024

Bootcamp Learning Objectives:

Debrief so far & Check-in



- Establish an understanding of Strategic Planning - what it is & why it matters
- Clarify the difference between a strategic organization & a strategic plan
- Identify barriers to leading a strategic organization
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Session 6

Core Components of a Plan &
Leading the Conversation

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Remember that your influence shapes hearts and minds, my friend, so make this work a legacy of which you can be proud.

Love'em and Lead'em!





1

The Troll Exercise

Before we can think strategically, we must identify the "trolls" holding us captive. What constraints are holding creative and innovative thoughts back on your team?

2

Good To Great Concept

Understanding that "disciplined people -> disciplined thinking -> disciplined action" is the crux of a successful org, explore whether this concept describes your team.

3

Getting Out of the Rut!

We can't lead disciplined people unless we're a disciplined leader. How do you lead *yourself* so that you can think strategically and make strategic decisions?

4

Asking Strategic Questions

The first step toward identifying your strategic context is to define reality. What questions on these pages do you have clarity about? Which less so?

5

12 Disciplines of Effective School Leadership

Audit your school's Leadership Capacity, Organizational Health, and Continuous Improvement. How are you doing? Which way are you trending?

6

Lencioni's Value Ranking.

Values drive (or should drive) our positioning and practices, but not all values are equal. Which values are your core values, permission to play, and inspirational?

7

Strategic Context Modeling.

Using the strategic questions and ranked values, define your strategic context model. Do you have clarity on the various factors that articulate your context?

8

Identifying Data Sources

Whoever owns the data owns the floor. As a leader, do have the data points you need to make strategic decisions? Are you asking the right questions?

9

Defining the Terms

Is there clarity between Strategic Priorities/Goals, Key Performance Indicators, and a Continuous Improvement Plan?

10

3 Strategic Commitments

We've asked you to make collective commitments (at most three) as a result of this strategic planning training. These should represent each member's pledge to the group and the group's work.



NEXT STEPS & 3 STRATEGIC COMMITMENTS

Coaching Session Instructions

- Be on time to your session, notify the coach when it is time to switch
- End on time, do not take time from other groups
- This is your time - use it wisely with your coach
- When not in your coaching session, be identifying your 3 strategic commitments or strategic questions for your session

Coaching Sessions

	Scott <i>Break Room</i>	Alan <i>Dining Room</i>	Daniel <i>Dining Room</i>	Chris <i>Outside</i>
2:00	Barrington Christian	Bellevue Christian	Boston Trinity	Cape Cod
2:20	Central Christian	Comm. Chr - Lowell	Concordia Prep	Grace Baptist
2:40	Grace Prep	GROW	Heartland	Heritage Classical
9:30	Pioneer Valley	Project Readiness	Providence	Real Life
9:50	Seacoast	Summit Classical	First Academy	Augustine Classical
10:10	Western MA CO-OP	Trinity Christian	Westfield Learning	Olivet
10:30	Comm. Chr. - Granville	Logos	New Covenant	Living Water

- Be on time to your session, notify the coach when it is time to switch
- When not in your coaching session, be identifying your 3 strategic commitments or strategic questions for your session
- **Group Share will take place with your Coach and will begin at 11:00**



Strategic Planning

Boston, MA
May 2024

We want your feedback!

Please individually complete this brief feedback form:



If you finish early, leave us a review on Google!

Four Principles for Strategic Leadership

1. Make room to disconnect.
2. Make room to reconnect to your “why.”
3. Make room to do deep work.
4. Make room for joy and bring it with you.

Stability Strategy



Build sustainable facilities that secures the long-term future of Logos Prep; fosters faith, family, and discipleship; and expands opportunities for the Logos Prep community. The goal is to provide an environment that supports a transformative experience by empowering students to deepen their faith, form meaningful relationships, achieve academic excellence, and actively engage through worship and the arts, athletics, and other extracurricular activities.

IMPACT AREA 2: TEACHING AND LEARNING

- **Strategy 1:** Continue implementing Teaching for Transformation, providing teachers the necessary support that leads to formational learning experiences and milestone learning experiences at each level that invite students to live God's Story.
- **Strategy 2:** Grow the capacity and competency of faculty and staff to provide excellent inclusive education.
- **Strategy 3:** Complete regular cycles of horizontal and vertical curriculum alignment.
- **Strategy 4:** Create a growing disciple profile to measure the effectiveness of the SCCS mission and vision and to serve as a cohesive articulation of the aim of the school.

IMPACT AREA 3: CULTURE

- **Strategy 1:** Invest in leadership capacity and continuous improvement of SCCS board, faculty, and staff.
- **Strategy 2:** Develop a distinct middle school culture.
- **Strategy 3:** Develop and strengthen a competitive compensation package and welcoming induction process for administration, faculty, and staff.
- **Strategy 4:** Improve the student experience at lunch.

IMPACT AREA 4: ADMISSIONS AND COMMUNICATION

- **Strategy 1:** Create a marketing and communication plan that will create engaging ways to share the SCCS story to those new to Christian education; develop predictable rhythms of communication with faculty, staff, parents, and constituents; and strengthen partnerships with alumni, former families, churches, homeschool families, and Latino neighbors.
- **Strategy 2:** Establish an enrollment funnel management infrastructure, with metrics and communication flows.

IMPACT AREA 1: Facilities and Development



Improvement Strategies:

1. Provide engaging spaces where students, faculty, and staff can be inspired to learn and thrive
2. Demonstrate wise and forward-thinking application of resources through key performance indicators included in the budget
3. Strengthen and maintain church giving partnerships during ESA implementation and anticipated decline in NICSTO funding
4. Provide resources for SCCS mission delivery through a systematic approach to fund development

Desired Outcomes:

- Facilities that serve as conduits for student engagement and learning aligned with the mission and core values of SCCS
- Established key performance indicators are demonstrated/evident in the annual budget
- A church giving and engagement system that supports multigenerational involvement in distinctive Christian schooling
- A comprehensive operational and capital funding infrastructure that sustainably funds the mission of SCCS into future generations

Strategy 2: Demonstrate wise and forward-thinking application of resources through key performance indicators in the budget.					
<i>Tactics</i>	<i>Resources Needed</i>	<i>What Success/Completion Looks Like</i>	<i>Deadline</i>	<i>Person Responsible</i>	<i>Cost (\$\$\$ + FTE)</i>
Determine KPIs that set standards/guidelines to make sure we stay within.	Research KPIs that other schools already use and determine what is important for us to track.	<p>Create KPIs and monitor them with each round of reviewing the budget. Keep these at the forefront of planning to make sure we follow our mission.</p> <ol style="list-style-type: none"> 1. \$75,000 = Tuition Grants 2. 70-80% Compensation of Total Budget 3. 3 Month Operations Reserve (currently \$811,528) 4. Net Tuition Increase per student every year (currently \$9,540) 	2024/25 Budget year – starting in September 2023 and each year following	Kelli Van Roekel, Finance Team	\$0



Strategic Plan Dashboard

2023-2028

MONTH: OCTOBER

IMPACT AREA 1: FACILITIES AND DEVELOPMENT

\$9 million raised by spring 2024, budgeted amounts for west wing/safety improvements	\$7,924,781
\$75,000 annually of tuition assistance	In next year's budget
90 days of cash on hand (cash reserves)	\$835,842/\$1,250,000
Debt service built into the budget process	In next year's budget
At least \$750,000 annually from Legacy (for 23-24 & 24-25)	\$799,904/\$750,000
Completed capital repair and replacement fund projection	In next year's budget



Strategic Plan on a Page

2023-2028

Mission Statement:

The mission of Sioux Center Christian School is to disciple God's children by equipping them with a knowledge and understanding of Christ and His creation so that they can obediently serve God and others as they work and play.

Aspiration Statement:

SCCS aspires to be a community where students are treasured, trained, and transformed as they learn and live God's Story. We seek to maximize each family's investment, creating a sustainable, quality, distinct learning environment that is engaging, welcoming, and accessible.

IMPACT AREA 1: FACILITIES AND DEVELOPMENT

- **Strategy 1:** Provide engaging spaces where students, faculty, and staff can be inspired to learn and thrive.
- **Strategy 2:** Demonstrate wise and forward-thinking application of resources through key performance indicators in the budget.
- **Strategy 3:** Strengthen and maintain church giving partnerships during ESA implementation and anticipated decline in NICSTO funding.
- **Strategy 4:** Provide resources for SCCS mission delivery through a systemic approach to fund development.

Strategic Priority		
Enhance the admissions process through the development of effective admissions practices.		
Goals		
Goal #1	Goal #2	Goal #3
Have a completed admissions funnel by EOSY 22-23.	Have marketing practices in place so local families know we exist by EOSY 22-23.	Tighten up the admissions qualifications by EOSY 22-23.
KPI's	KPI's	KPI's
1. Written funnel on website. 2. Admissions season - written funnel is followed. 3. Feedback from new families on process.	1. Spreadsheet to track strategic preschools. 2. Social media metrics. 3. Feedback from new families on how they heard.	1. Rewrite Statement of Faith. 2. Admissions Testing Scores. 3. Teacher feedback on new students.

Action Plan					
Strategic Move #1	Rewrite the admissions marketing materials to accurately reflect the school.				
	Tactic	Action	Report	Resources	Report Date(s)
	1.1	Key stakeholders help develop new print materials.	Admissions Director	Donation from a parent	Weekly Meetings
	1.2	Intern develop new school website to reflect new marketing verbiage and admissions funnel	Intern/Director of Marketing	Website Hosting	Monthly Reports
Strategic Move #2	Train Gatekeepers to host new family admissions interviews.				
	Tactic	Action	Report	Resources	Report Date(s)
	2.1	Train key stakeholders on new admissions qualifications that will be used in interviews	Admissions Director	Training PowerPoint and Hand-outs	Spring Semester Meetings
	2.2	Track new students to see if Gatekeeper interviews were effective.	Teachers reports to Principals	Time for Follow-Up	Quarterly Reports during Fall Semester

Admissions Strategy

Preserve and strengthen our community of “Christ-centered” families through continued investment in the improvement and application of our admissions process. The goal is to provide resources and training for the consistent messaging and discerning selection of successful and engaged Logos Prep families.



Moving from an admissions process that helps us avoid a wrong fit to an admissions process that allows us to select the best applicants.



Talent Strategy

Define a talent strategy that creates clear expectations for identifying, hiring, onboarding, engaging, and retaining talent while helping position us as an employer of choice for a diverse pool of excellent, Christian educators.

Strategic Priority		
Define a talent strategy that creates clear expectations for identifying, hiring, onboarding, engaging, and retaining talent while helping position us as an employer of choice for a diverse pool of excellent, Christian educators.		
Goals		
Goal #1	Goal #2	Goal #3
Build upon employee benefits package	Redesign selection process to include intentional probing and more decision makers	Expand reach when recruiting employees.
KPI's	KPI's	KPI's
1. Clearly defined benefits 2. Fully developed mentorship program 3. A minimum of two additional employee benefits	1. Well-defined, consistently applied, complete process for evaluating applicants 2. Interview questions aligned to V/M/CV and PoG. 3. Applicants demonstrate the gift of teaching during hiring process	1. Expanded pool of potential employees 2. Diverse pool of applicants 3. Every position is filled by an excellent candidate

Action Plan					
Strategic Move #1	Capture current hiring practices.				
	Tactic	Action	Report	Resources	Report Date(s)
	1.1	Articulate current practices, evaluating what is effective and what is not worthwhile.	Head of School/Principals	Time Investment	Weekly Meetings
	1.2	Research practices of other Christian schools identifying best practices not currently in place.	Head of School/Principals	Time Investment	Weekly Meetings
Strategic Move #2	Redesign hiring and onboarding process				
	Tactic	Action	Report	Resources	Report Date(s)
	2.1	Rewrite interview questions and add gift of teaching demonstration	Principals	Written questions, Proposed schedule, Example communication	Fall Semester 2023 Nov. Meetings
	2.2	Develop a mentorship program for all new hires.	Mabell Noel	Mentor job description/ School Identified Mentors	Monthly Reports During Fall Semester

Connection Strategy

Develop avenues to strengthen and encourage connections between families, students, and teachers through training and mentoring opportunities, emphasizing the God-given roles each group fills in educating and discipling our community.

Create a comprehensive and well-defined K-12 Logos Prep Student Life program which encompasses both student activities and student ministries while seeking ways to employ impactful practices that enhance opportunities for connection, belonging, and spiritual development.



IMPACT AREA 2: TEACHING AND LEARNING

Curriculum Trak reports indicate 85% of classroom teachers in their year 2+ of teaching have mapped a FLEX unit into their curriculum maps	Reported in May
A third-party review of our inclusive education program (CSI accreditation) as well as an 85% satisfaction score from faculty	100% (Indicated agree or strongly agree on the survey)
Annual survey to paras and faculty regarding inclusive education PD, with a benchmark of rating 4 out of 5 on a rating scale	Reported in May
Students will score, on average, 85% proficient in math and reading on STAR assessments.	Reported in May
100% of the new curriculum and the curriculum of new teachers is mapped in Curriculum Trak in the 3rd year of the mapping cycle	Reported in May
A school-designed measurement that demonstrates the intended ends of the SCCS Growing Disciple Profile.	Not started

IMPACT AREA 3: CULTURE

90% faculty and staff satisfaction on yearly survey	100% (Indicated agree or strongly agree on the survey)
90% student satisfaction on yearly survey	96% (Indicated agree or strongly agree on the survey)
90% employee retention year over year (contracted employees)	82%
SCCS base faculty salary to \$40,000 by 25-26 school year, 4% staff increases yearly	Not started
80% student satisfaction on lunch survey results	50% (Indicated agree or strongly agree on the survey)

IMPACT AREA 4: ADMISSIONS AND COMMUNICATION

80% parent satisfaction rate when surveyed about communication	97% (Indicated agree or strongly agree on the survey)
90% faculty/staff satisfaction rate on communication responses	100% (Indicated agree or strongly agree on the survey)
Completed enrollment management system that tracks inquiries, admits, commits based on benchmarks and historical data	Reported in May
2% enrollment growth per year for the next 5 years	5.5% (518 to 547)