

# Inspiring Our Future

Strategic Plan 2016





## Introduction

In the fall of 2010, West Hills Christian School embarked on a highly visible strategic planning process. Perhaps the most thorough and collaborative process in the history of the school, a thoughtful steering committee of faculty, staff, board members, and administrators was assembled to guide the process.

As part of the process, a strategic planning consulting firm – Ian Symmonds & Associates of Portland, Oregon - was engaged to assist in guiding the process, conduct research, and facilitate the completion of the strategic plan.

The planning process was a campus-wide and coordinated effort. This allowed for communication with key constituencies and produced a high level of participation in the plan. Ongoing communication regarding the strategic planning process allowed all members of the community to stay up to speed on the effort. Regular meetings of the steering committee kept the process moving forward.

The planning process was divided into a four key stages of activity, which allowed the school to move through the process with fluidity and purpose. The key stages of activity included the following:

### Planning to Plan,

which set up the main architecture for the process, including the membership of the steering committee;

### Research and Key Findings,

where our strategic planning firm led us through the key elements of research germane to the future of West Hills Christian School;

### Identifying Strategic Issues,

where our steering committee led the school to key institutional objectives that must be targeted in the future;

### Establishing Strategic Goals and Action Plans,

which summarize the strategic direction and primary goals for the school.



## Mission, Faith, and Educational Philosophy Statements

### **Our Mission**

West Hills Christian School is committed to providing an exceptional Christian education in accordance with God's Word.

By God's grace and through the power of His Spirit, West Hills Christian School endeavors to provide each of its students with a:

Saving knowledge of Jesus Christ through personal relationship with the Savior  
Firm foundation in biblical principles  
Desire to live transformed by God's Word and influencing the world for Christ  
Superior preparation for high school, college and lifelong learning.

### **Our Faith**

The families and staff of West Hills Christian School affirm these biblical truths:

We believe the Bible to be the inspired, the only infallible, authoritative, inerrant Word of God (2 Tim. 3:15; 2 Peter 1:21).

We believe there is only one God, eternally existent in three persons: Father, Son and Holy Spirit (Gen. 1:1; Matt. 28:19; John 10:30).

We believe in the deity of Christ (John 10:33); His virgin birth (Isaiah 7:14; Matthew 1:23; Luke 1:35); His sinless life (Heb. 4:15; 7:26); His miracles (John 2:11); His vicarious and atoning death (I Cor. 15:3; Eph. 1:7; Heb. 2:9); His resurrection (John 11:25; 1 Cor. 15:4); His ascension to the right hand of the Father (Mark 16:19); His personal return in power and glory (Acts 1:11; and Rev. 19:11).

We believe in the absolute necessity of regeneration by the Holy Spirit for salvation because of the exceeding sinfulness of human nature; and that men are justified on the single ground of faith in the shed blood of Christ and that only by God's grace and through faith alone we are saved (John 3:16-19; 5:24; Romans 3:23; 5:8-9; Eph. 2:9-10; Titus 3:5).

We believe in the resurrection of both the saved and the lost; they that are saved unto the resurrection of life, and they that are lost unto the



resurrection of damnation (John 5:28-29).

We believe in the spiritual unity of believers in our Lord Jesus Christ (Romans 8:9; I Cor. 12:12-13; Gal. 3:26-28).

We believe in the present ministry of the Holy Spirit by whose in-dwelling the Christian is enabled to live a godly life (Romans 8:13-14; I Cor. 3:16; 6:19-20; Eph. 4:30; 5:18).

### **Our Educational Philosophy**

We are committed to developing character and understanding through an exceptional Christ-centered educational experience. This is accomplished through:

#### Support for Student Achievement

Instruction that develops excellence, respect, and inclusion of all students in the learning process.

#### Deep Knowledge

Instruction that addresses the central ideas of a topic or discipline with enough thoroughness to explore connections and relationships, and to produce relatively complex understandings.

#### Conceptual Understanding

Instruction with an emphasis on cognitive complexity, where students engage in extended exchanges about subject matter that builds an improved and shared understanding of ideas or topics.

#### Higher-Order Thinking

Instruction that involves students in manipulating information and ideas by synthesizing, generalizing, explaining, hypothesizing, or developing conclusions that provides new meaning or awareness of the world beyond the classroom.

#### Biblical Integration

Instruction that recognizes God's character, glory, and purpose in all subject matter.

These educational principles are evidenced in authentic instruction: Constructing Knowledge, Focusing Inquiry, and applying Value Beyond the Classroom.



## I

### Advance Our Academic Program

Develop and communicate a philosophy of education.

Establish benchmark schools for comparative research.

Decide on standards and a definition of mastery for those standards, including student outcomes and a portrait of the graduate.

Develop a comprehensive plan for professional development.

Enhance and expand the curriculum:

Investigate the most effective use of chapel.

Investigate options for an implementation of a foreign language.

Investigate the proper level of implementation of technology needed at our school.

Define what special or enhanced services West Hills Christian should provide our students.

## II

### Enhance the Student and Parent Experience

Enable and promote constructive dialogue between parents, students, faculty, board of directors, and staff.

Ensure that internal and external communications enhance positive relationships and promote a sense of community and unity in Christ.

Provide a loving, Christ-centered learning environment where students, parents and staff feel academically, physically, emotionally and spiritually safe.

Help discover, develop and celebrate the unique God given gifts and talents of individuals in our school community.



### III

## Strengthen Institutional Advancement

Enhance the WHCS brand with a defined and consistent message.

Develop marketing criteria for all outreach to be promoted by WHCS.

Develop and implement a marketing plan that clearly articulates WHCS Mission and Educational Philosophy, reaching our target audience.

Develop an enrollment management plan that allows us to provide more predictability in our enrollment so that we have full classrooms.

Develop a focused fund-raising strategy that is centered on supporting WHCS Mission and that doubles our current giving.

Develop a systematic internal communications plan.

### IV

## Enhance Institutional Leadership

Establish and articulate a process for the cultivation, nomination, orientation, board professional training and evaluation of board members.

Review, evaluate, and if necessary change board policy regarding the sub-committee structure, including PTF.

Develop an effective communication platform and process for the institutional leadership communicating to parents, staff and alumni. Define the roles for Board, Principal, and Leadership Team.



Identify and implement best practices for evaluating the principal's performance and how he/she evaluates the leadership team.

Design a process for a policy form of governance.

## IV

### Sustaining West Hills Christian School

Exercise appropriate stewardship of God's blessings with comprehensive budgeting, internal controls, and proper use of debt to balance the burden of capital purchases among present and future students.

Strengthen our Development program to meet the needs of our school through donor cultivation, endowment growth, and auxiliary revenue.

Develop and maintain a competitive tuition program that covers expenses, meets enrollment goals, and offers need-based scholarships.

Attract and retain talented Christian educators with a fair and competitive compensation program.

Mitigate the risk inherent in a fallen world.