



Houston Christian School
STRATEGIC PLAN
2016 - 2020



“...a tree planted by streams of water, yields its fruit...” Psalm 1:3

Background

Houston Christian School (HCS) is a strong faith community that has a 54-year history of providing Christian education to the town of Houston. Inherent in its culture is a strong familial relationship between staff and students. The relational focus within the community of HCS contributes to its unique identity and provides a sense of belonging.

In recent years the school has experienced multiple leadership transitions which has highlighted the need for a strategic plan. A well designed plan for the coming years will guide our current leadership, provide continuity, and assist incoming leadership with embracing the vision of HCS.

The 2016 – 2020 Strategic Plan describes a faith-driven and wisdom-led direction. HCS has identified areas of focus which will promote understanding of commonly held goals that will enable the school to enhance its ability to meet its mission and vision. Together, the board and leadership staff have crafted a document that endeavours to respond to the call that they have received.

Through its vision statement, HCS has articulated how it seeks to develop over the next four years. This vision has driven the priorities that follow in this plan.

Vision

Houston Christian School will allow students to reach their unique potential by offering a wider variety of course selections and strengthening offerings in technology, applied skills, fine arts and athletics.

Houston Christian School will continually strive to improve the quality of its academic program and also provide an educational program that emphasizes experiential learning and community engagement. HCS students will gain an understanding of their role and responsibility as global citizens and members of the local community.

Houston Christian School staff will employ effective and creative teaching methods for students of various abilities and learning styles and commit to being life-long learners.

Houston Christian School will be an inclusive Christian faith community that welcomes students of Christian households from diverse backgrounds.

Recognizing that the potential for significant growth in enrollment is unlikely, Houston Christian School will manage its financial resources and facilities in a proactive and stewardly manner. HCS is committed to operating on a balanced budget and will seek to utilize donation revenue for capital improvements.

Core Values

We live in relationships marked by grace

We embrace a Reformed worldview, applying Biblical values to all areas of life

We provide a secure environment for students

We nurture our children to grow servant hearts and to imitate Jesus

We encourage our children to develop and use their abilities to serve God

We celebrate, challenge, and recognize each image bearer

We mentor His children into confidence and discernment

We serve in the midst of brokenness, seeking to restore beauty

We care for and enjoy God's creation

We seek justice to bless Houston and the world

Scorecard

A clear commitment with a measurable outcome is likely to be completed. With this in mind, Houston Christian School will evaluate and hold itself accountable to the following measures which will guide HCS in evaluating the degree to which the school achieves its vision and strategic priorities. Its scorecard includes:

- Educational Excellence
 - Program Options
 - Professional Development
- Sustainable Leadership
- Community Engagement
- Facilities and Property
- Financial Sustainability/ Fundraising/ Planned Giving

Scorecard Goals

Educational Excellence

- **Program Options**
 - While continually promoting academic excellence, the administrative team and a working task force will explore new, creative options for career development and apprenticeship programs, to be implemented by February 2017.
 - The education committee will evaluate and explore ways of enhancing curricular or extra-curricular offerings in the areas of fine arts, athletics, technology, and life skills and will present options to the board by December 2017. Implementation will begin September 2018.

Champion: Stephanie Lieuwen (Education Committee Representative)

- **Professional Development**
 - By September 2017, HCS will establish a professional development staff team to explore and implement professional development opportunities that are valuable to each staff member. This annual plan will equip HCS staff to teach in a creative and effective way, demonstrate life-long learning, and a commitment to high academic standards. The administrative team will report on professional development to the board and will be empowered to make changes and adjustments as opportunities arise.

Champion: Caroline Thomson (Long Range Planning)

Sustainable Leadership

- The board will initiate a process that engages the current leadership team to establish and define roles and key people to effectively lead the school on a multi-year time frame. The vision of HCS will guide this process as well as assist transition from current leadership to future leadership. This will commence immediately in order to ideally have a principal in place for the 2017-2018 school year.

Champion: Eric Onderwater (Board Chair)

Community Engagement

- Teachers will collaboratively ensure that all students K-12 have the opportunity to participate in a community engagement project/event a minimum of once a year. This will be fully implemented by September 2018.

Champion: Gilbert Van der Woerd

Facilities and Property

- By December 2017, HCS will strike a visionary task force comprised of local building experts and a staff member to perform an in depth assessment of present facilities and property. This task force will provide options to the board for the best use of the property in alignment with the school's vision by June 2018.
- HCS will establish a task force by June 2018 to explore the feasibility of improving energy efficiency and environmental sustainability in the facility with a view to improving ongoing expenses. The task force will present a report to the board by December 2018.

Champion: Roger Groot (Maintenance Representative)

Financial Sustainability

- **Balanced Budget**
 - HCS commits annually to achieving balanced operating budgets through judicious allocation of funds and incremental tuition increases thus preserving donated funds for capital projects.

Champion: Jamie Mayer (Finance Representative)

- **Fundraising**
 - By June 2017, board and development committee will establish a fundraising policy to guide fundraising activities, enhance transparency and target use of funds.
- **Planned Giving:**
 - By June 2017, the development committee will establish an endowment fund with the assistance of Christian Stewardship Services in order to enhance the school community's charitable giving and to provide for long term financial sustainability of the school.

Champion: Jana Seinen (Development Committee Coordinator)

Houston Christian School

www.houstonchristianschool.ca

Approved by the Board

November 15, 2016