



UNITY CHRISTIAN SCHOOL

2011-2014 STRATEGIC PLAN

Our Unity Christian School community is firmly committed to assisting its students in developing their God-given potential to enable them to join in the work of building the Kingdom of God.

**Approved by the Board
April 2011**

BACKGROUND

Unity Christian School, located in Chilliwack, British Columbia, is a 42 year old school whose mission is to “Assist students in developing their God-given potential to enable them to join in the work of building the Kingdom of God.” Unity Christian is led by a nine member board, the Principal and two Vice Principals. Unity Christian faces a variety of critical challenges, including facility / capital needs, academic quality, competition from other Christian, private and public schools, fiscal sustainability and affordability.

Unity Christian is well known for its commitment to integrating faith and learning, dedicated and high quality faculty, broad program offerings and extracurricular activities and a committed community of parents, alumni and donors.

Unity Christian seeks to position itself for long sustainability and growth. Amidst the diversity of educational choices available to Chilliwack area parents, Unity Christian offers a distinctive approach to Christian education. Unity Christian is blessed with a long track record of success and a foundation for being the preferred school in the community. In order to chart a multi-year path to realize its potential in the community and best serve its student learners, Unity Christian engaged David Medema of Pondera Advisors, LLC, a Grand Rapids, Michigan based leadership consulting firm to design and guide a strategic planning process.

The outcomes of this strategic planning process included:

- A shared vision to guide Unity Christian’s development over the next 5 – 10 years
- Clear measures by which Unity Christian can evaluate the degree to which it has achieved its vision
- Accountability for implementation of the plan and its priority outcomes.

VISION

Unity Christian school, offering a distinctive approach to Christian education, will be known as the leading school in Chilliwack. Unity Christian students will reach their unique academic potential as Unity Christian strives to offer a wider variety of course selections and service learning opportunities and builds stronger extracurricular programs in fine arts and athletics. Underlying the student learning experience will be the Unity Christian Graduate Profile that guides student development of faith, intellect, talents and character as they move through the PreK-12 structure. Unity Christian will utilize exemplary 21st century teaching methods by a staff of life-long learners who seek to continuously improve their own skills.

Unity Christian will be an inclusive community that engages students, their parents, alumni and the broader community in support of the learning enterprise. Unity Christian will accommodate diverse learning styles and needs and welcome students from diverse backgrounds and abilities.

Unity Christian will strengthen its community ties by integrating learning with service, deepening its relationships with local churches and pastors and by more effectively communicating who Unity Christian is and its distinctive approach to education.

Finally, Unity Christian facilities will support and encourage student learning by being state of the art and consolidated to one site.

CORE VALUES

Dedication of our all to God

The Unity Christian curriculum, pedagogy, assessment practices, policies, procedures and extra-curricular activities will faithfully reflect the Lordship of Christ over all.

Community

Unity Christian seeks to engage students, parents, employees and alumni in the enterprise of learning, all focused on the same outcome of learners equipped with faith and prepared to serve the school, the community and wherever the Kingdom needs them.

Grace

Unity Christian seeks to transform the life of each student, where each one's experience is recognized; story is heard; and potential, talents and abilities are discovered and nurtured.

Acceptance and Inclusiveness

Unity Christian welcomes families and students of all Christian traditions as well as those who demonstrate a sincere interest in the Christian faith. Unity Christian seeks to include within its community those students with special educational needs, who possess varying learning abilities and come from diverse racial / ethnic backgrounds.

Challenge

Unity Christian seeks to engage, challenge and instruct students in ways distinctive to each, according to their unique academic potential and learning style.

Discernment

Unity Christian believes in the importance of students who are critical thinkers and able to engage our culture through a lens of faith. Therefore, the Unity Christian community seeks to be a safe but not sheltering place.

SCORECARD

The Unity Christian scorecard identifies those benchmarks and measures by which it will define “success” and evaluate the degree to which it achieves its vision and strategic priorities. Its scorecard includes:

1. Educational Excellence
2. Fiscal Health - as measured by such matters as financial condition and enrollment.
3. Stakeholder Engagement and Satisfaction
4. Meeting the Unity Christian Graduate Profile

STRATEGIC GOALS

Scorecard 1: Educational Excellence – Curriculum, Pedagogy and Assessment, Design & Consistency, Employment Practices, Staff Development and Evaluation

Goals:

- 1.1 Between summer 2011 and fall 2012, Unity Christian will engage staff in defining and articulating strategic educational and program goals.
Champions: Ed Noot, Jeanette Berkenbosch, Mike Campbell (Kathy Huizing)
- 1.2 By October 2011, every Unity Christian educator will create and implement a personal / professional development plan to improve skill sets, competencies and educational interests.
Champion: Ed Noot
- 1.3 On an ongoing basis, the Unity Christian board will assure execution and monitoring of the strategic plan.
Champion: Steve Brouwer, Board Chair

Scorecard 2: Fiscal Health

Goals:

- 2.1 By the 2013-14 school year, Unity Christian will achieve a balanced operating budget, independent of current and future fundraising and development initiatives. Therefore, revenue will include only tuition, government grants, rental or interest income and financial assistance income (from annual fund). The operating budget will not include capital items.
Champion: Glenn Van Egdom, Chair of Finance Committee

- 2.2 By the 2013-14 school year, Unity Christian will have a 15% increase in overall student enrollment (275 x 15% = 316) and will be operating at 90% + capacity in all grades.

Champion: Ed Noot

Scorecard 3: Stakeholder Engagement and Satisfaction

Goals:

- 3.1 By September 2011, Unity Christian will begin to establish tools to measure community satisfaction and also establish target benchmarks. Target groups will include parents, alumni, donors (society members), students and staff.

Champion: Stan Kuperis, Chair of Development Committee

- 3.2 By the 2012-13 school year, Unity Christian will retain a minimum of 95% of all students.

Champion: Ed Noot

- 3.3 By March 2012, Unity Christian will establish a plan to achieve and maintain a high level of parent engagement and involvement.

Champion: Jan Van Wyk, Chair of Education Committee

Scorecard 4: Meeting Unity Christian Graduate Profile

- 4.1 By the 2012-2013 school year, Unity Christian will design a graduate profile. Being faithful to our school's vision, this profile would identify key characteristics, knowledge and skills that our community prayerfully desires for our graduates.

Champion: Linette Vugteveen, Board rep on Education Committee

- 4.2 Beginning in the 2013-2014 school year, identify what aspects of our grad profile Unity is already doing and identifying what aspects are missing.

Champions: Jeanette Berkenbosch and Mike Campbell

- 4.3 Beginning in the 2013-2014 school year, Unity Christian will develop a Pre K to Grade 12 Scope & Sequence that incorporates the above aspects.

Champions: Jeanette Berkenbosch and Mike Campbell