
Laurentian Hills Christian School

Strategic Plan

June 2002

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Statement of Purpose

We believe that it is our responsibility as Christians to raise children in the light of God's word. The education of children must be Christ-centered equipping them to become responsive disciples of Christ who seek the will of the Lord in all aspects of life.

Mission Statement

For the children of Christian parents, Laurentian Hills Christian School provides Christ-centered quality education to the whole child in a supportive, loving, diverse, dynamic and growing parent run school

Vision Statement

Kitchener Waterloo Christian School Society advances dynamic, excellent Christ-centered education through unconstrained facilities, exceptional programs, and extensive resources that cultivate responsive Disciples of Christ

Strategic Plan Background

In January 2002, a representatives from Laurentian Hills Christian School board of directors contacted Brenda Tindale of Bredale Associates regarding strategic planning. Brenda was then invited to meet with the board of Laurentian Hills Christian School to explain the process and answer questions. The board of directors made the decision to proceed with the strategic planning process.

Three days of consultation with the school membership were conducted in the spring of 2002. These workshops involved brainstorming about the future of Laurentian Hills Christian School, which led to the development of themes. A SWOT analysis was also completed to fully understand the strengths, weaknesses, opportunities and threats as currently viewed by the membership. A survey was sent home to the school families to gain additional insight.

All of the information generated from these workshops was used to develop this strategic plan. A committee was formed to utilized this information and develop the plan. The committee consisted of Rick Strooboscher, Hugo Marcus, Graham Barraclough, Eileen Hoekstra, Mike Fisher, Claire Griffioen, Maggie Williamson, Sandra Oudyk and Alice-Ann Tangelder was convened. Brenda Tindale facilitated all sessions.

The processes used to develop this strategic plan were broken down into several steps.

1. Mission and Vision – The organizations environment and Laurentian Hills Christian “the school” were examined as the group viewed it today and in five years.
2. Main Themes - The themes developed from the workshops were used as the ground work for the strategic plan.
3. Gap Analysis - This examined the current situation and the future desires for the school under each theme.
4. Key Result Areas – This process subdivides the main themes into areas where results should be realized. Each key result area received a priority and a year to begin the work.
5. Operational Plan – The key result areas for the first year were then broken down into objectives and goals. Each goal has an individual accountable for ensuring its completion and a date for completion.

Five Year Strategic Plan

Themes and Key Result Areas

Theme: Program Development

	Priority	Year
Enrichment Program Review	A	4
Remedial Program Review	A	4
Comprehensive Program Coordination	A1	1
Music Program Development	A	2
Extra Curricular Program Development	A	3
Library Resources	A	2
Integrated Information Technology	A1	1
Educational Resources	A1	1
Pre/Senior Kindergarten Program	B	1
Physical Education Program Development	A	2
Extended Hours Program	B	1

Theme: Facilities Improvement

School Facility Decision	A1	1
Playground Development	A1	2
Transportation Improvement	A1	1
Current Building Modification	A	2

Theme: Financial Management

	Priority	Year
Financial Plan Development	A1	1
Funding Sources Development	A1	1
Tuition Structure	A	2
Tuition Assistance Program	A	3

Theme: Human Resources

Support Staff Management	A	3
Volunteer Program Development	A1	2
Administrative Support	A	1
Staff Development	B	3
Human Resources Plan	A	3

Theme: Community Relations

Communication Strategies	A	2
Orientation Strategies	A	2
Church Community Networking	A1	1
Greater Community Networking	A	2
Alumni Association Development	B	5
Non-Parent Member Involvement	A	2
Internal Community Networking	A	4
Stewardship Plan	A1	1

Theme: School Character

Service Education	B	3
Peer Medication Program	B	3

Theme: Structure and Governance

	Priority	Year
Constitutional Review	B	4
Organizational Structure	A	3
Committee/Board Development	A	5

The priorities mentioned above relate to the level of importance of the Key Result Area in assisting to realize your vision in five years. A1 means it is essential, A means it is important and B means it is mildly important in achieving your vision.

Year 1	September 2002 – August 2003
Year 2	September 2003 – August 2004
Year 3	September 2004 – August 2005
Year 4	September 2005 – August 2006
Year 5	September 2006 – August 2007

Laurentian Hills Christian School Strategic Plan

Year 1 Operational Plan

THEME: Program Development

Key Result Area #1 Comprehensive Program Coordination

Objective 1

To have a dedicated person to coordinate all programs

Goals	Performance Indicator	Accountability	Target
1.1 - By developing a job description	Written job description to Board	Hugo Marcus	Sept. 15/02
1.2 - By gaining approval from the Board for the job description	Approved by Board	Rick Strooboscher	Sept. 30/02
1.3 - By recruiting and hiring a person for the position	Person Hired	Hugo Marcus	Sept. 30/02
1.4 - By creating a draft plan for curriculum coordination	Plan to Education Committee	Chair of Education Committee	Dec. 30/02
1.5 - By submitting a final plan for curriculum coordination	Plan to Education Committee	Chair of Education committee	Apr. 30/03
1.6 - By gaining Board approval for the plan	Approval Received	Rick Strooboscher	May 30/03
1.7 - By beginning implementation of the plan	Plan initiated	Hugo Marcus	June 30/03

Objective 2

To identify the needs and the programs that will fulfill our vision

Goals	Performance Indicator	Accountability	Target
2.1 - By getting input from education committee and staff on requirements for exceptional programs	Report to Facilities and Education Committees	Hugo Marcus	Sept. 30/02

Key Result Area #2 Integrated Information Technology

Objective 1

To integrate information technology into our curriculum

Goals	Performance Indicator	Accountability	Target
1.1 - By completing a 3-year plan, which clearly articulates the educational objectives and how information technology is integrated into the curriculum	Written plan to Education Committee	Ian Timmerman	Oct. 15/02
1.2 - By submitting the plan to the curriculum coordinator for input	Plan to coordinator	Ian Timmerman	Oct. 01/02
1.3 - By getting Board approval for the plan	Approval received	Rick Strooboscher	Oct. 30/02
1.4 - By presenting the plan to the membership, if warranted	Presentation made	Rick Strooboscher	Nov. 30/02

Objective 2

To implement the plan

Goals	Performance Indicator	Accountability	Target
2.1 - By ensuring that teachers are adequately trained	Teachers trained	Hugo Marcus	Aug. 30/02
2.2 - By acquiring the hardware	Hardware purchased	Ian Timmerman	Aug. 30/02

Key Result Area #3 Educational Resources

Objective 1

To identify the resources that are necessary to make programs exceptional

Goals	Performance Indicator	Accountability	Target
1.1 - By preparing a complete inventory of all of the resources of the school	Master inventory list to Hugo	Hugo Marcus	June 30/03
1.2 - By putting into place a resource control system	System implemented and used	Hugo Marcus	June 30/03
1.3 - By conducting a current gap analysis	Analysis to Program coordinator	Program Coordinator	June 30/03

Key Result Area #4 Pre/Senior Kindergarten Program

Objective 1

To investigate the possibility of a pre/JK program

Goals	Performance Indicator	Accountability	Target
1.1 - By determining the level of desire for pre/JK within the school	Report to Education Committee and Board (interim report to Facilities committee)	Claire Griffioen	Dec. 30/02
1.2 - By examining possible models of delivering a pre/JK program	Report to Education Committee and Board	Claire Griffioen	Mar. 30/03
1.3 - By deciding whether to proceed with a pre/JK program	Decision made	Rick Strooboscher	June 30/03

Key Result Area #5 Extended Hours Program

Objective 1

To investigate the possibility of an extended hours program

Goals	Performance Indicator	Accountability	Target
1.1 - By determining the level of desire for an extended hours program within the school	Report to Education Committee and Board (interim report to Facilities committee)	Claire Griffioen	Dec. 30/02
1.2 - By examining possible models of delivering an extended hours program	Report to Education Committee and Board	Claire Griffioen	Mar. 30/03
1.3 - By deciding whether to proceed with an extended hours program	Decision made	Rick Strooboscher	June 30/03

THEME: Facilities Improvement

Key Result Area #1 School Facility Decision

Objective 1

To thoroughly investigate the various options for the Kitchener Waterloo Christian School Society

Goals	Performance Indicator	Accountability	Target
1.1 - By creating an adhoc committee with mandate	Committee created	Rick Strooboscher	Sept. 30/02
1.2 -By investigating the decisions of other OACS schools	Report to Board	Chair of Adhoc Committee	Nov. 30/02
1.3 -By investigating the literature regarding the character as schools grow	Report to Board	Chair of Adhoc Committee	Nov. 30/02
1.4 -By investigating how each option impacts on the strategic plan	Report to Board	Chair of Adhoc Committee	Nov. 30/02
1.5 -By accessing a rough financial impact of each model in KW area	Report to Board	Chair of Adhoc Committee	Nov. 30/02
1.6 -By making a presentation to Board on the various options	Presentation made	Rick Strooboscher	Dec. 30/02
1.7 -By making a presentation to membership	Presentation made	Rick Strooboscher	Jan. 15/03

Objective 2

To decide on the model for the future of the school

Goals	Performance Indicator	Accountability	Target
2.1 -By having a membership meeting for input	Membership vote	Rick Stroobosscher	Feb. 1/03
2.2 -By Board deciding on the model	Decision made	Rick Stroobosscher	Feb. 8/03

Objective 3

To create a facilities plan

Goals	Performance Indicator	Accountability	Target
3.1 -By ensuring existence of an adhoc committee	Committee struck	Rick Stroobosscher	Feb. 15/03
3.2 -By preparing a thorough evaluation for decided model	Financial evaluation to Board	Chair of Adhoc Committee	June 30/03
3.3 -By creating a design for the school model	Design created	Chair of Adhoc Committee	Aug. 31/03

Key Result Area #2 Transportation Improvement

Objective 1

To investigate a comprehensive transportation system

Goals	Performance Indicator	Accountability	Target
1.1 -By establishing an adhoc committee	Committee established	Rick Strooboscher	Sept. 30/02
1.2 -By assessing transportation needs in light of possible school models	Report to Adhoc Facility Committee	Transportation Chair	Jan. 30/03
1.3 -By identifying potential for enrollment changes as a result of transportation system	Report to Adhoc Facility Committee	Transportation Chair	Jan. 30/03

THEME: Financial Management

Key Result Area #1 Financial Plan Development

Objective 1

To develop a 3 – 5 year financial plan

Goals	Performance Indicator	Accountability	Target
1.1 -By getting enrollment projections	Projections to Finance & Facility Committee	Hugo Marcus	Oct. 30/02
1.2 -By writing a 3 – 5 year financial plan	Plan to Board	Carol Pfeiffer	Dec. 30/02

Key Result Area #2 Funding Sources Development

Objective 1

To broaden the base of funding the school

Goals		Performance Indicator	Accountability	Target
1.1	-By investigating how other schools have developed funding sources	Report to Board	Carol Pfeiffer	Nov. 30/02
1.2	-By recommending ways and means of broadening the base	Recommendations to and HRC	Carol Pfeiffer	Nov. 15/03
1.3	-By Board deciding on whether methods of broadening the base are applicable to 2003/04 budget and beyond	Decision made	Rick Strooboscher	Mar. 31/03
1.4	-By incorporating decision into budget and 3 – 5 year plan	Budget presented	Carol Pfeiffer	Apr. 15/03

THEME: Human Resources

Key Result Area #1 Administrative Support

Objective 1

To conduct administrative human resources needs assessment

Goals	Performance Indicator	Accountability	Target
1.1 -By creating an adhoc human resources committee	Committee Created	Rick Strooboscher	Sept 30/02
1.2 -By investigating OACS guidelines for administrative time	Report to Board	Human Resources Chair	Oct. 30/02
1.3 -By analyzing needs identified by strategic plan	Report to Board & Finance	Human Resources Chair	Nov. 30/02
1.4 -By conducting a gap analysis with recommendations	Report & Recommendations To Board & Finance	Human Resources Chair	Mar. 15/03

THEME: Community Relations

Key Result Area #1 Stewardship Plan

Objective 1

To increase awareness of the obligations and opportunities of membership in Kitchener Waterloo Christian School Society

Goals		Performance Indicator	Accountability	Target
1.1	-By developing a plan for educating the membership on responsibilities as society members	Plan to Board	Luba Bakay	Nov. 30/02
1.2	-By Board decision on the implications of the plan for 2003/04	Decision by Board	Rick Strooboscher	Apr. 30/03

Key Result Area #2 Church Community Networking

Objective 1

To promote understanding of Christian education within the Kitchener Waterloo church community

Goals		Performance Indicator	Accountability	Target
1.1	-By writing a job description for church liaisons	Description to Community Relations Committee	Luba Bakay	Oct. 30/02
1.2	-By identifying target churches	List to Community Relations Committee	Luba Bakay	Oct. 30/02
1.3	-By recruiting liaisons for positions	Liaisons recruited	Luba Bakay	Nov. 30/02
1.4	-By establishing contact with all targeted churches	Visit Reports to Community Relations Committee	Luba Bakay	Apr. 30/03

Next Steps

1. Type up report and send to Mike Fisher (strategic planning coordinator) June 19/02
2. Present plan to Board for approval August 30/02
3. Present to ALL committees, including new committees Sept 15/02
4. Present to membership Sept. 30/02
5. Strategic planning calendar which is visible in the school
6. Creating a package for the membership on the strategic plan
7. Strategic planning committee to meet next year to develop year 2
8. Constant communication regarding the plan
9. Strategic planning updates at ALL Board meetings

APPENDIX

Contains information that is relevant to the development of this Strategic Plan

Appendix 1 - Describe Laurentian Hills Christian School as an Organization in 2007

This exercise followed the completion of visual displays created by the participants to explain their vision of the school in 2007. This assisted with the development of the vision statement.

1. The school will have expanded programs and a bigger library
2. We will be at a new site with ample space
3. We will have lots of green space
4. We will have a second school
5. We will be a bigger school
6. We will have loving relationships
7. We will still be a Christ centered educational facility
8. We will have excellent education
9. We will have great programs in computer, science, sports, industrial arts, home economics, resources music, enrichment programs, special needs
10. We will be involved in service to the community
11. We will continue with diversity in student population
12. We will have expanded community exposure
13. We will have stewardship of resources
14. We will have better transportation and a parking lot
15. We will have affordable education for all
16. We will be well funded
17. We will be an exciting, dynamic place
18. We will still have strong parental involvement in the life of students
19. We will have lots of happy faces because it will be a fun place

Appendix 2 - Gap Analysis

The following is the analysis completed on the gaps between the current situation at the school and the future desires. These gaps were completed using the membership. **The committee also elected to collapse some separate, yet similar themes, into one larger theme.** information from all of the workshops. The gap analysis was conducted under the themes that were identified through the workshops and these themes that were used to design the strategic plan. These gaps were then used to develop the Key Result Areas that appear in the strategic plan. **It should be noted that some of the theme titles were altered to reflect a name that represented both workshops**

Theme: Program Development

Current	Future	Gap (Y/N)
1. Qualified Staff	1. More Qualified staff	N
2. No enrichment program	2. Dynamic enrichment program	Y
3. Limited space	3. Unconstrained space	Y
4. Limited Money	4. Abundant funds	Y
5. One gym	5. Double gym	Y
6. Curriculum is current	6. Same	N
7. Not enough resource teacher time	7. Sufficient resource teacher time	Y
8. Not enough classrooms	8. Sufficient classrooms for effective learning	Y
9. Limited playground space	9. Large space for all kids out at once	Y
10. Beginning program development	10. Comprehensive program coordination	Y
11. Willing and creative staff	11. Same	N
12. No instrumental music program (band)	12. Well developed music program	Y
13. Administrative team which assesses curriculum	13. Program coordinator	Y
14. No curriculum coordinator	14. Program coordinator	Y
15. Have extra-curricular programs	15. Broad based extra-curricular available to all students	Y

16. Have a library, which is current	16. Meet/exceed CSC standards	Y
17. Non-existent computer program	17. Integrated computer programs	Y
18. Limited science equipment	18. Fully equipped science program	Y
19. High academic standards	19. Same	N
20. No JK program	20. Pre Kindergarten program	Y
21. Have specialized staff in certain areas	21. Hire best teachers for needs of school	N
22. Adequate textbook resources	22. Adequate resource materials	Y
23. Christ centered curriculum	23. Same	N
24. Reading buddy program in SK –8	24. Maintain, expand, enhance	N
25. Cooperative games days	25. Maintain, expand, enhance	N
26. Class assemblies	26. Maintain, expand, enhance	N
27. Have some split grades	27. No split grades	Y
28. Rotary reduces student/teacher relationships	28. Stronger relationship between teacher and kids	N
29. Don't teach keyboarding	29. Integrate technology into learning	Y
30. No technical program	30. Integrate technology into learning	Y
31. Independent curriculum selection	31. Maintain independence	N
32. 18.6 PTR	32. Recommended staff-student ratios/grade are not exceeded	N
33. Adequate physical education program	33. Well developed physical education program	Y
34. No before/after school program	34. Active before/after school program	Y

Theme: Facilities Improvement

Current	Future	Gap
1. 6 portables	1. No portables	Y
2. Some small classroom sizes	2. Classrooms with centers & movement – flexible workspace	Y
3. Too small/wet playground	3. Large, dry playground	Y
4. Inadequate parking	4. Adequate safe parking	Y
5. Custodian not there during school hours	5. Some custodial daytime support	Y
6. No space for computer lab/pr pod in classrooms	6. Flexible classroom space to accommodate	Y
7. Limited storage space	7. Adequate storage space	Y
8. Inadequate internal communication system (PA)	8. Internal communication system in place	Y
9. Only one phone line	9. Adequate external communication system	Y
10. No sick room	10. Dedicated sick room	Y
11. Limited conference/board/volunteer room	11. Dedicated conference room	Y
12. Adequate washroom, no showers	12. Same with showers	Y
13. Small gym	13. Double gym for all programs with stage	Y
14. Resources room in cloak room	14. Dedicated resource rooms	Y
15. Clean, bright building	15. Same	N
16. No shade on playground	16. Shade provided	Y
17. No gardens, outdoor education	17. Environment science area	Y
18. Limited sports grounds	18. 10 –12 acre site minimum or “x” acres/student	Y
19. Welcoming environment	19. Same	N
20. Current debt on facility	20. Debt Free	Y
21. Quirky HVAC	21. Working HVAC	Y
22. Loyalty to current site	22. Open-minded to possibilities	Y
23. Handicap accessible	23. Same	N
24. Small art supply room	24. Dedicated art supply room	Y
25. Limited science lab	25. Dedicated science room	Y

Current	Future	Gap
26. No control over transportation program	26. Comprehensive transportation program	Y
27. Dangerous pickup/drop off	27. Comprehensive transportation program	Y
28. Good kitchen	28. Same	N
29. Small staff work area and lounge	29. Dedicated staff lounge/workroom	Y
30. No place for bookkeeper	30. Adequate space for support staff	Y
31. Small secretarial space	31. Adequate space for support staff	Y
32. Limited space for music instruction	32. Dedicated music room	Y
33. Limited space for specialized instruction	33. Multipurpose room	Y
34. No adequate stage	34. Functional stage	Y
35. No working space for volunteers	35. Adequate space for support staff	Y
36. No student working space	36. Dedicated working space	Y
37. Absence of a welcoming foyer	37. Cheery welcoming foyer	Y
38. School is rented out to community	38. Same	N
39. No daycare/JK space	39. Supported space if programs materialize	Y
40. No before/after school program room	40. Supported space if programs materialize	Y
41. Very visible sign and location	41. Same	N
42. No direct access to natural environment	42. 10 –12 acre site minimum or “x” acres/student	Y
43. Located on a busy road	43. Find best location for needs	Y
44. Locate in residential/commercial area	44. Limited or no access to commercial space	Y

Theme: Financial Management

Current	Future	Gap
1. Currently have debt	1. Debt free	Y
2. 1-year financial budget	2. 3-5 year rolling financial plan	Y
3. Predominantly parent funded	3. Broad based support (OACS model)	Y
4. Affordable/attractive tuition structure	4. Maintain	N
5. Incremental tuition structure	5. Fair and just tuition structure	Y
6. No development committee or director	6. Development director and committee	Y
7. No reserve capital	7. Reserve Fund	Y
8. No endowment structure	8. Endowment structure in place	Y
9. \$75,000 – 90,000/year through fundraising	9. 3-5 year rolling financial plan Development director and committee	Y
10. Strong fund drive driven	10. Reduce dependency on drives	Y
11. Limited corporate support	11. Broad based support (OACS model)	Y
12. Tuition in arrears	12. Clear and just policies on tuition collection	Y
13. CCAC funding	13. Maintain	N
14. EETC funding eligibility	14. Maintain – maximize advantages available	N
15. Limited tuition assistance	15. Fair and just tuition structure	Y
16. Limited financial support from churches	16. Broad based support (OACS model)	Y
17. No stewardship plan	17. Implemented stewardship plan	Y
18. Low interest rate on mortgage	18. No debt	N
19. High interest on bank deposit	19. Maintain	N
20. Recent history of operating surplus	20. No deficit budgets	N
21. Committed generous parents	21. Maintain	N
22. Share the Load program	22. 3-5 year rolling financial plan	Y
23. Responsible spending habits	23. Maintain	N
24. No direct debit for tuition/funding	24. Easier methods of giving	Y
25. Volunteer fundraising coordinator	25. Development director and committee	Y
26. Woodland rebate	26. Maintain	N

- 27. Managing large dollar budgets
- 28. No financial plan

- 27. Qualified person to manage Y
- 28. 3-5 year rolling financial plan Y

Theme: Human Resources

Current	Future	Gap
1. Not enough secretarial	1. Secretarial support according to OACS standards	Y
2. Qualified staff	2. Certified staff	N
3. No coordinated volunteer base	3. Volunteer coordination	Y
4. No defined roles for volunteers	4. Job descriptions for volunteer positions	Y
5. Full time administration	5. Administrative support at OACS standards	Y
6. Limited volunteer recognition	6. Volunteer appreciation program	Y
7. Limited volunteer training	7. Volunteer training program, based on need	Y
8. Old staff handbook	8. Updated and maintained handbook	Y
9. No board or committee handbook	9. Handbook/manuals in place	Y
10. Professional development available for staff with policy	10. Maintain and current with OACS	N
11. Follow OACS salary grid	11. Maintain	N
12. Have gift/talent survey	12. Fully utilized for recruitment	Y
13. No budget for professional development for support staff	13. Budget for professional development of support staff	Y
14. Effective hiring policies in place	14. Maintain	N
15. Staff works well together	15. Maintain	N
16. Good parent/staff support	16. Maintain	N
17. Up to date and maintained teacher contracts	17. Maintain	N
18. No professional human resources advice	18. Human resource strategy in place	Y
19. Teacher-funded leave policy	19. Maintain	N
20. Have specialized staff	20. Hire best teachers for needs of school	N
21. Limited Board/committee training	21. Formal training policy	Y
22. Self-recruiting for Board/committees	22. Recruitment committee in place	Y
23. No human resources plan beyond staff	23. Broad based human resources plan	Y

24. When need for classroom volunteers, parents help out	24. Maintain	N
25. Currently have 15% VP	25. OACS administrative guidelines and a Human resource strategy in place	Y
26. No curriculum coordinator	26. OACS administrative guidelines and a Human resource strategy in place	Y
27. Adhoc stewardship and philosophy of education	27. Formal stewardship plan (education on what membership and Christian education are all about)	Y

Theme: School Character

Current	Future	Gap
1. Happy atmosphere	1. Maintain	N
2. Good interaction between grades	2. Maintain	N
3. Atmosphere of acceptance among kids	3. Promote acceptance of each other	N
4. Student assemblies	4. Continue	N
5. Student spirit days	5. Continue	N
6. Have a student council	6. Maintain	N
7. Encourage kids to volunteer	7. Service component for kids	Y
8. Too many kids on playground	8. More playground space	Y
9. Staggered recess	9. Adequate space	Y
10. Discipline policy in place	10. Maintain and communicate	N
11. No peer medication program	11. Peer mediation program	Y
12. Diverse religious background	12. Sensitive to backgrounds	Y
13. No crosswalk monitors	13. Safety measures according to facilities	Y
14. Have a few after school programs	14. Range of activities	Y
15. Bible based curriculum	15. Maintain	Y
16. Student help with fundraising activities	16. Reduce student involvement	Y
17. Rotary teaching	17. Balanced rotary	N
18. Varied teaching strategies	18. Maintain	N

19. Nurture students talents/gifts	19. Maintain	N
20. Promote diversity	20. Sensitive to backgrounds	Y
21. Some negative impact students	21. Monitor existing policy	N
22. Classroom devotions	22. Continue	N
23. Integrated special needs students	23. Continue	N
24. Have a flexible dress code	24. Continue	N
25. Have homework guidelines	25. Current policy in place	N
26. Have class size guidelines	26. Adhere to guidelines	N
27. Different expectations between home and school	27. Parental education in place	Y
28. Have cooperative games days	28. Continue	N

Theme: Community Relations

Current	Future	Gap
1. Weekly news letter	1. Available on web with broader distribution	Y
2. New people don't feel part of community	2. Formal stewardship plan (education on what membership and Christian education are all about)	Y
3. Web site is available	3. Maintain, update, develop and promote	N
4. Quarterly newsletter is not published consistently	4. Consistently published and distributed	Y
5. School information night in January	5. Recruit and orient new members, as needed	Y
6. Parent information night in September	6. Recruit and orient new members, as needed	Y
7. New families dessert night in fall	7. Recruit and orient new members, as needed	Y
8. Buddy family program	8. Recruit and orient new members, as needed	Y
9. Visible school sign	9. Maintain	N
10. Lack of communication with churches	10. Church liaison	Y
11. Adhoc distribution of communication to community in general	11. Communication plan in place	Y

Current	Future	Gap
12. Inconsistent advertising	12. Communication plan in place	Y
13. Minimal church liaisons	13. Church liaison	Y
14. Active within district Christian school community	14. Maintain and expand (use OACS)	N
15. Limited contact with public/catholic schools	15. Liaison with public/catholic schools	Y
16. School in the mall week	16. Maintain and expand	N
17. Winston Hall Choir	17. Maintain and expand	N
18. Grandparents day	18. Maintain and expand	N
19. Parent handbook	19. Keep current	Y
20. Information and application package	20. Keep current	Y
21. Good reputation in school community	21. Maintain	N
22. Limited public relations with Kitchener Waterloo	22. Communication plan in place	Y
23. Public perception of school is variable	23. Communication plan in place Liaison with public/catholic schools	Y
24. Variable parent/teacher communications	24. Teacher handbook guidelines	Y
25. Some parents are not involved	25. Formal stewardship plan (education on what membership and Christian education are all about)	Y
26. Teachers have email ID's	26. Promote and maximize use	Y
27. No alumni association	27. Alumni family database	Y
28. Some non-parent members	28. Expand participation of non-parent members	Y
29. Geographically dispersed	29. Multiple sites or better transportation	Y
30. Communication is volunteer driven	30. Administrative team responsibility	Y
31. Have student planners for grade 4 and up	31. Effective use for daily communications	Y
32. Some parent social events	32. Promote parental involvement	Y

Theme: Structure and Governance

Current	Future	Gap
1. Old constitution, which is not current	1. Constitutional review	Y
2. No organizational chart	2. Organizational chart in place and published	Y
3. Have committee mandates for all committees	3. Review, update and publish	Y
4. Variable utilization of OACS resources	4. Fully utilized	Y
5. No Board policy handbook	5. Policy handbook in place	Y
6. Variable committee handbooks	6. Policy handbook in place	Y
7. Have maintained board minutes and binder	7. Continue	N
8. Communication between board and committees is variable	8. Strengthen communications	Y
9. Committees make formal recommendations to Board	9. Continue	Y
10. No formal governance model	10. Governance model in place	Y
11. Committee structure in place	11. Governance model in place	Y
12. Good communication between committees and staff	12. Continue	N
13. Board is constructed of liaisons to committees	13. Governance model in place	Y
14. Confusion between governance of society and school	14. Clear distinction	Y

Themes from Workshop 1 and 2

Program/Academic Resources (<i>Program Enhancement</i>)	26,16,43	(85)
To enhance and develop all program areas to encourage children to explore their God given gifts and talents <i>To provide co-curricular, extra-curricular and curricular opportunities that meets the needs of all children within the Kitchener Waterloo Christian School Society</i>		
Facilities Improvement (<i>Facilities Improvement</i>)	10,14,40	(64)
To develop internal and external facilities that maximize the potential to meet all student, staff and community needs <i>To provide a physical environment necessary for a safe and positive learning experience</i>		
Financial Resources (<i>Financial Management</i>)	15,11,26	(52)
To develop internal and external financial resources that maximize the potential to meet all operational needs <i>To ensure the school is funded to meet it's financial requirements</i>		
Human Resources (<i>Human Resource Development</i>)	20,8,19	(47)
To develop and encourage sufficient qualified staff and non-staff to meet all needs of the school <i>To develop staff and volunteer resources to meet the needs of the school and society</i>		
Student Development	18,0,5	(37)
To develop every child to experience God's love and grow in knowledge and confidence to his/her full potential		
School Environment	0,13,12	(25)
To foster an atmosphere where staff and students feel accepted and safe and have meaningful relationships with each other		
Community Relationships	16,0,2	(18)
To foster interpersonal relationships to enhance stakeholders participation in the internal and external life of the school		
Effective Communications	0,0,3	(3)
To promote interaction and information exchange within our school and larger community		
Structure and Governance	1,0,1	(2)
To ensure an effective model of governance and structure		

Note: The total number of votes, in brackets, in a combination of workshop 1, 2 and survey votes, which are represented in that order in the numbering.

**Action Research
Day 1**

What Went Well

- Visioning exercise was fun
- Exercise was useful
- Togetherness of group
- We will achieve what we want
- Ability to take what we say and put it together
- Kept us on track
- Free flowing ideas

What Concerns

- on a roller coaster ride
- didn't have statement of purpose with us
- time was wasted not using past stuff

**Action Research
Day 2**

What Went Well

- Jujubes were great
- Narrowing down of ideas
- Positive to argue positions
- Gap analysis went well
- Kept on track
- See form taking shape
- Brenda's previous experience
- Plan that can be justified

What Concerns

- I was dead miserable
- 14 things for year 1 not a surprise
- very tired
- didn't like the putting together of KRA's
- Linkage of KRA's to gap – number items
- didn't funnel workshop information well enough
- KRA's too vague

**Action Research
Day 2**

What Went Well

- We finished before 6 pm
- Have a concrete plan in place
- The mystery has been revealed
- Good spirited discussion
- Everything has come together
- Today is not repetitive
- Venue is good

What Concerns

- have we covered everything
- what if we don't get all our new committee members