

Laurentian Hills Christian School  
Strategic Plan

Year 6 Operational Plan

April 2007

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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

**Five Year Strategic Plan**  
**Themes and Key Result Areas**

**Theme:        Program Development**

	Year
Music Program Development	7
Extended Hours Program	7
Enrichment Program	

**Theme:        Facilities Improvement**

Current Property Modification	6
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**Theme:        Financial Management**

Tuition Assistance Program Review	9
Capital Campaign	6
Sustainable Funding	6

**Theme:        Human Resources**

**Theme: Community Relations**

Greater Community Networking	7
Alumni Association Development	7
Non-Parent Member Involvement	7
Internal Community Networking	7

**Theme: Structure and Governance**

Committee/Board Development	6
School Growth and Wellness	6
Communication Strategy	6
Board Succession Model	6
Long Term Strategic Advisory Committee	8
Centre for Administrative Excellence	7

**Theme: Transportation Management**

Transportation Strategy	8
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**Please Note:**

The KRA of Funding Sources Development was repositioned under the KRA of Sustainable Funding

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
Year 6	September 2007 – August 2008
Year 7	September 2008 – August 2009
Year 8	September 2009 – August 2010
Year 9	September 2010 – August 2011

**Laurentian Hills Christian School Strategic Plan**

**Year 6 Operational Plan**

**Theme:           Program Development**

**Key Result Area #1   Enrichment Program**

**Objective 1**

To develop a strategy for offering an enrichment program

Goals	Performance Indicator	Accountability	Target
1.1   - By creating an ad hoc committee, with mandate	Committee created	Minnie Herfst	June 15/07
1.2   - By defining what is meant by enrichment, the criteria and the need for enrichment delivered at LHCS	Written report to Program Committee	Minnie Herfst (ad hoc chair)	Sept 30/07
1.3   - By researching enrichment programs at other schools and Ministry of Education guidelines	Written report to Program Committee	Minnie Herfst (ad hoc chair)	Nov 30/07
1.4   - By identifying the resources (human, costs, space etc) necessary to carry out each program identified in 1.3	Written report to Program Committee	Minnie Herfst (ad hoc chair)	Nov 30/07
1.5   - By identifying the gaps in resources from what is required for Enrichment program to current program	Written report to Program Committee	Minnie Herfst (ad hoc chair)	Nov 30/07
1.6   - By ad hoc committee developing recommendations for enrichment for submission to Program Committee	Written recommendation to Program Committee	Minnie Herfst	Jan 30/08

	Performance Indicator	Accountability	Target
Goals			
1.7 - By Program Committee submitting enrichment program strategy To Board	Written recommendations To Board	Minnie Herfst	Feb 28/08



**Theme: Facility Improvement**

**Key Result Area #1 Current Property Modifications**

**Objective 1**

To initiate the property modifications plan

Goals	Performance Indicator	Accountability	Target
1.1 - <i>By obtaining membership approval for the plan, with cost estimates and financial plan</i>	<i>Approval granted</i>	<i>Mike Fisher</i>	<i>June 15/07</i>
1.2 - <i>By creating an ad hoc building committee, with mandate, to oversee Implementation of the plan</i>	<i>Committee in place</i>	<i>Mike Fisher</i>	<i>June 30/07</i>
1.3 - <i>By creating a timeline for the implementation of the building Modifications and occupancy plan</i>	<i>Written timeline to to Board</i>	<i>Mike Fisher (ad hoc committee Chair)</i>	<i>Sept 30/07</i>

**Theme: Financial Management**

**Key Result Area #1 Funding Sources Development**

**Objective 1**

To determine the possible sources of additional funding

Goals	Performance Indicator	Accountability	Target
1.1 - <i>By identifying possible sources of additional funding, including a potential tax credit</i>	<b>Written</b> report to Finance	Doug Griffioen	May 2/07
1.2 - <i>By establishing financial strategies to provide alternate streams of income</i>	<b>Written</b> report on strategies to Finance	Doug Griffioen	May 2/07

**Key Result Area #2 Capital Campaign**

**Objective 1**

To raise sufficient money to fund the property modifications plan

Goals	Performance Indicator	Accountability	Target
<i>1.1 - By creating an ad hoc campaign steering committee, with mandate</i>	<i>Committee in place</i>	<i>Mike Fisher</i>	<i>June 30/07</i>
<i>1.2 - By creating and implementing a capital campaign plan</i>	<i>Written plan to Board For approval</i>	<i>Mike Fisher (ad hoc committee Chair)</i>	<i>Sept 30/07</i>

**Theme:                    Structure and Governance**

**Key Result Area #1    Committee/Board Structure**

**Objective 1**

To align the community relations committee with the current governance structure

Goals	Performance Indicator	Accountability	Target
1.1 - By redefining the strategic mandate of the Community Relations Committee	Written mandate in Community Relations Binder	Mike Fisher	Sept 30/07

**Objective 2**

To develop a formal succession plan for key Board roles

Goals	Performance Indicator	Accountability	Target
2.1 - By identifying a succession flow for key Board roles	Written succession Flows to Board for Approval	Mike Fisher	Dec 1/07
2.2 - By Board approving succession flows	Approval granted and In governance binders	Mike Fisher	Feb 1/08

**Key Result Area #2    Communication Strategy**

**Objective 1**

To create a communication policy

Goals	Performance Indicator	Accountability	Target
1.1 - By identifying the communication needs of various committees	Written needs to Board Executive	Pam Joosse	Jan 30/08
1.2 - By identifying the various means of communicating	Written report to Board Executive	Pam Joosse	Jan 30/08
1.3 - By identifying privacy requirements of various information for various audiences	Written report to Board Executive	Pam Joosse	Mar 30/08
1.4 - By creating a draft communication policy	Written policy to Board	Pam Joosse	April 30/08
1.5 - By Board approving the communication policy	Policy approved	Mike Fisher	June 15/08

**Next Steps**

1. Report typed and sent to Pam Joosse by April 30/07
2. Strategic plan presented to the Board for approval June 30/07
3. Strategic plan presented to committees and accountable individuals Sept. 30/07
4. Strategic plan presented to membership Oct 30/07
5. School needs to revisit a new vision within 2007/08 school year
6. Decide on course of action for next year of strategic plan

### **Action Research**

#### **What Went Well**

1. Smaller group more favourable to discussion
2. New people
3. Getting easier to separate strategic and Operational items
4. Better sense of how we operate and where gaps are
5. Getting smarter about strategic stuff
6. Being strategic is part of the fabric of the Board
7. Plan focuses on mission and vision

#### **What Concerns**

1. No orientation to the plan for new people (overview, letter of explanation)