

# The Edmonton Society for Christian Education

## Strategic Plan – November 29, 2003

### ***Mission: Who we are and what we do***

We are a community of Christians who enable Bible-based, Christ-centred education that integrates faith, learning and service.

### ***Vision: What we want to accomplish***

We serve God's Kingdom by developing a growing body of motivated and equipped Christians who partner with Jesus to transform creation.

### ***What we believe:***

We believe God gives every child gifts and talents to be used in His service and we value each child and gift equally, whether these gifts are in academics, technologies, vocational studies, fine arts, music or athletics.

We provide a rigorous and diverse educational program that:

- Invites students to enter into a personal and meaningful relationship with Jesus Christ and equips them to make informed Christian choices;
- Enables students to discover and develop their gifts and talents;
- Promotes physical health, nurtures artistic and creative talents, equips students with relevant skills and challenges students to live faith-directed lives;
- Is taught by professional, Christian teachers and administrators who exhibit a Christian lifestyle and act as Christian role models to students;
- Takes place in an environment defined by God's peace in a community where staff and students feel free to share joys and carry each others' burdens;
- Provides opportunities for parents to be involved in the education of their children, in classrooms and in school activities;
- Encourages active community involvement in defining, maintaining and enhancing our program.

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GOALS	OBJECTIVES	STRATEGIES	TASKS
1. Promote and nurture a thriving community that actively supports Christian Education.	1. Double the number of members by 2008.	1. Grow membership base	1. Encourage all parents to become Society members. 2. Recruit from alumni. 3. Recruit from extended family members.
		2. Focus resources on the greater Edmonton Christian community	1. Advertising and promotions plan directed towards Christian community
		3. Connect with spiritual leadership of supporting and area churches	1. Host Pastors lunch/dinner. 2. Visit churches, councils. 3. Request church collections.
	2. Achieve measurable growth in activity and commitment of members.	1. Grow attendance, involvement and support of members	1. Improve database and information gathering 2. Create an awareness of volunteer opportunities. 3. Support professional resources for volunteers. 4. Measure attendance, involvement and support levels. 5. Establish room parent mentors at all campuses.
	3. Increase level of satisfaction of members.	1. Improve communications between all stakeholders	1. Establish effective communications plan.
		2. Nurture a Christian community where each member is and feels valued.	1. Satisfaction survey. 2. Host annual development conference. 3. Volunteer recognition policy. 4. Celebrate community milestones 5. Share student success stories.

GOALS	OBJECTIVES	STRATEGIES	TASKS
<p>2. Recruit and retain a growing body of students from the greater Edmonton Christian community.</p>	<p>1. Grow to 1,500 students by 2008.</p>	<p>1. Develop and implement a recruitment and retention plan.</p>	<p>1. Understand community needs and desires. 2. Establish pre-school programs at all K-9 campuses. 3. Develop and implement advertising &amp; promotions plan. 4. Grow relationships with supporting churches. 5. Encourage churches to promote Christian education among their members.</p>
	<p>2. Establish a unique identity within the Christian community.</p>	<p>1. Ensure we are what we advertise:</p> <ul style="list-style-type: none"> <li>• School Program quality and integrity conforms with the vision mission and values of ESCE;</li> <li>• Spiritual, physical, intellectual, social and emotional needs of students are met;</li> <li>• Maintain the transformational character of our Reformed vision and mission.</li> </ul>	<p>1. Develop a comprehensive model of curriculum development &amp; staff growth in the Christian perspective. 2. Measure the impact of the Christian program on each grade level, alumni and community/staff. 3. Enhance service opportunities at all grade levels for all students. 4. Increase opportunities for worship &amp; prayer within school &amp; community life. 5. Enhance facilities &amp; resources to complement &amp; enrich educational programs. 6. Improve, where appropriate, our visibility in the general community.</p>

GOALS	OBJECTIVES	STRATEGIES	TASKS
<p>3. Provide resources &amp; facilities responsive to and reflective of program and enrolment plans</p>	<p>1. Publish a School Program Plan that meets parent and student requirements</p>	<p>1. Establish and maintain a School Program Plan and ongoing evaluation and revision processes.</p>	<p>1. Develop ongoing mechanisms to identify needs of students, staff and programs. 2. Communicate identified and prioritized needs to the community.</p>
	<p>2. Develop physical resources and facilities that meet Program Plan requirements and, where possible, meet community needs and desires.</p>	<p>1. Relocate Northeast Campus.</p>	<p>1. Work with EPS and City to obtain preferred site. 2. Work with Emmanuel Home to achieve mutually beneficial outcomes. 3. Develop a new Northeast Campus that prioritizes and incorporates as many student, parent, teacher and community needs as possible.</p>
		<p>2. Raise funds for maintenance and enhancement of existing facilities, and for growth.</p>	<p>1. Develop system to evaluate all fundraisers. 4. Develop a comprehensive capital campaign. 5. Identify Christian Education growth areas of the city. 6. Build, enhance, maintain, revise facilities to fit program.</p>
	<p>3. Develop human resources (staff, board, volunteers) that meet Program Plan requirements.</p>	<p>1. Implement a comprehensive plan that meets the vision and mission of the Society.</p>	<p>1. School and Society leadership to establish a multi-year staffing strategy for Board approval. 2. Identify member gifts and skills and solicit appropriate volunteers. 3. Develop mechanisms to ensure alignment of human resources with Program Plan direction.</p>

GOALS	OBJECTIVES	STRATEGIES	TASKS
<p>4. Continuously improve administrative and governing processes.</p>	<p>1. Establish an effective and efficient organizational structure.</p>	<p>1. Develop ongoing evaluation processes that enhance the effectiveness of the Society's governance structure.</p>	<p>1. Review the organizational structure.                      2. Define and clarify the roles of key personnel                      3. Build internal/external relationships                      4. Develop and implement a succession plan                      5. Develop professional development plan for Society staff, board, committees, volunteers</p>
	<p>2. Establish effective and efficient organizational policies, processes and plans (e.g. strategic plan, recognition plan, communications plan, profession development plan)</p>	<p>1. Develop ongoing evaluation processes that enhance the effectiveness of the Society's policies, plans and processes.</p>	<p>1. Review/update existing policies.                      2. Define/write new policies as required.                      3. Develop and implement explicit processes for operational functions, reporting, analysis and evaluation.                      4. Annually review the strategic plan.</p>
	<p>3. Effective communication mechanisms with all levels of the organization have been created.</p>	<p>1. Develop and implement an effective communications plan that encompasses all forms of communication to ensure that organizationally we communicate effectively.</p>	<p>1. Analyze effectiveness of current communications.                      2. Implement identified improvements.                      3. Publish The Society's Annual General Report.</p>
	<p>4. By 2005 identify success factors for the school and society and implement appropriate progress measurement processes.</p>	<p>1. Create a balanced report card to help measure how we are doing as a school and society from a variety of perspectives.</p>	<p>1. Identify success factors.                      2. Implement measurement tools.                      3. Measure ourselves against other organizations.</p>