



Strategic Plan 2018-2021

Background

The 2018 – 2021 Strategic Plan reflects a Spirit-led, discerning process undertaken by the Cedars Christian School Board, Leadership Team, Staff, and Community. The Board has identified Core Values, an Envisioned Future, and Strategic Priorities with accompanying Scorecard Goals that it believes will enable Cedars Christian School to move forward in obedience to the leading of Jesus Christ in the fulfillment of its mission.

Mission

Educating and equipping discerning disciples of Jesus Christ for restorative work in His kingdom.

Core Values

Christian Education

The primary goal of Christian education is “the formation of a peculiar people – a people who desire the kingdom of God and thus undertake their vocations as an expression of that desire” (Smith, 2009). We believe that Jesus Christ is Lord of all of life, and that our obedience shapes all of life – not just the religious or spiritual or sacred corners of it (Walsh and Middleton, 1984). In close partnership with parents and the local church, intentional integration of Christian perspective across the curriculum is instrumental in engaging students in authentic conversations about who God is and who He has called them to be. The Bible, God’s Word, is the foundation for understanding the mandates (Gen 1:28), commands (Luke 10:27), and commissions (Matt 28) that call us toward maturity in Christ.

Developing Unique Potential

We believe that each student is created in the image of God, and is shaped uniquely for restorative work in the Kingdom of God. Noticing, naming and nurturing the unique gifts of our students allow the diversity in the body of Christ that leads to flourishing, Christian community. Curricular and extracurricular learning experiences provide rich opportunities to use and celebrate gifts stewarded well.

Community of Grace

Cedars Christian School creates space for students, parents, and staff to learn to live in a Christian community of grace. With hearts full of gratitude for the grace bestowed upon us, we seek to have God’s grace flow through us toward one another by showing mercy, offering forgiveness, and sharing the gospel of peace.

Service

Following the example of Jesus, we seek to meet the real needs of our neighbors in our local community and beyond. We let our light shine so that others may see our works of service and glorify our Father in heaven (Matt 5:16). Serving one another in love, is the fulfillment of the greatest commandment and the pathway to experiencing life in all its fullness. As servant-workers, we not only have the mind of Christ, but the joy of being His hands and feet in the restoration of all things to Himself.

Envisioned Future

To be a school of Christ-like character and community impact.

Vivid Description

As a Christian school of choice in Prince George, Cedars Christian School educates and equips students with Christ-like character and an understanding of their gifts through Biblical teaching and formational learning experiences that invite students to become agents of change who serve and impact their local and global communities for Christ. These learning experiences are supported by an excellent infrastructure that allows for authentic, real-world partnerships with other schools, churches, businesses, and community support agencies.

Strategic Priorities

Educational program

Help students discover, and leave with, an authentic faith and a desire to impact the world through meaningful, purposeful learning that develops the unique potential of students and equips them for “real world” situations.

Facilities

Develop physical infrastructure that supports our profile as a school of choice that equips change agents, and students of Christ-like character.

Enrolment

Attract and retain students through robust programming that enhances confidence, commitment and pride in school identity, creating a healthy social, academic and spiritual dynamic.

Development

Develop a culture of giving by expanding and nurturing donor relationships and providing opportunities for annual and long term support.

Community Engagement

Increase community presence through service and restorative work, and by developing and strengthening partnerships with families, churches, other schools, businesses, and community programs.

Scorecard Goals

Educational Program Goals

#1

Provide high quality curricular and extracurricular learning experiences in a variety of domains to develop the unique potential of each student. In particular, a(n)

- Continued commitment to fine arts elective opportunities in band, worship arts, drama, art;
- Annual, HS drama production;
- Semestered, HS shop electives (woodworking, small engines, etc.);
- Expanded classroom assistant, volunteer, and work experience program; and
- Athletics program that fields competitive teams in volleyball, basketball, soccer, and track & field.

Champion: Administration

#2

Every elementary class champions at least one service learning opportunity per year, and each high school student engages in quarterly service days that meet real world needs in our local and/or global community.

Champion: Staff and Administration

#3

Send a team of staff, students, and/or community members to serve and learn from our Honduras partner school, Jericho Ministries, every two years. In the years we do not send a team, continue praying and giving to this ministry.

Champion: Administration

#4

Conduct a curriculum review of our K-12 Bible / CP program with lens of discovering authentic, Biblical faith and developing Christ-like character, including:

- Intentional teaching around the Biblical foundation for service across our K-12 Bible / CP curriculum;
- Naming, noticing, and nurturing [mentor] each student's SHAPE (Spiritual gifts, Heart, Abilities, Personality, Experiences) for service; and
- Introducing faith reflection points into grade 7 and graduation passage presentations.

Champion: Staff and Administration

#4

Leverage and increase opportunities for student, alumni, and staff to share testimonies about how they are living out their faith in tangible ways (Tuesday morning HS gatherings, elementary chapels and buddy time, etc.).

Champion: Staff and Administration

Facilities Goals

#1

In the Lord's will, way, and timing – begin a phased construction of new facilities that aligns with existing master campus plan and strategic goals outlined in this document, including the following steps:

- Receive Board approval to form a building committee – June 2018
- Provide building committee mandate to building committee and have them proceed with a Phase 1 development plan proposal for a new gym and learning spaces – June 2018
- Create capital campaign committee mandate to work alongside building committee for Board approval – Summer 2018
- Have building committee present Phase 1 development plan proposal to Board – Summer 2018
- Discuss, at the Board level, the Phase 1 development plan, capital campaign committee mandate, and strategy for communication and discernment with Society – September/October 2018
- Finalize plans for Board approval and establishing a capital campaign – October 2018
- Begin construction – Spring 2019
- Upon completion of Phase 1, begin discussions about Phase 2

Champion: Building Committee and Board

Enrolment Goals

#1

Beginning in 2018/19, create a web-based story space highlighting the virtues of the Biblically-based, Christ-centered education offered at Cedars, and celebrating what God is doing in and through the lives of its community members (students, alumni, parents, staff). Populate this space with archived Cedar Bough and alumni stories, and at least 5 new stories each year.

Champion: Director of Community Engagement and Administration

#2

Increase high school recruitment and retention by 5-10% per year for the next ten years through investigation of

- Partnerships with other schools (distributed learning, homeschool, Catholic Schools, CNC, Westside Academy, etc.)
- Improved high school orientation (Shadow Days, intermediate-HS student connections, etc.)
- Student referral programs
- Tuition parity (elementary and high school) and reduction/incentives
- Review of 10% admissions policy
- Increased high school electives
- New recruitment and retention committee strategies

Champion: Director of Community Engagement and Administration

#3

Intentional weekly celebrations of God's faithfulness and what He is doing in and through the lives of this community (students, staff, parents, alumni) through the weekly Shake e-newsletter and social media (Facebook).

Champion: Director of Community Engagement

#4

Develop a Graduate Profile for Cedars that we can share with current and new, potential families.

Champion: Staff and Administration

Development Goals

#1

Contact existing and past donors annually (at minimum) to acknowledge and thank them, and update them with current projects and opportunities.

Champion: Director of Community Engagement

#2

Promote and organize our annual golf tournament fundraiser.

Champion: Director of Community Engagement

#3

Increase the number of donors by 5-10% each year, and increase the number of monthly givers to 10 by Fall 2019, and to 20 by Fall 2020.

Champion: Director of Community Engagement

#4

Review and renew strategy around estate giving by Spring 2019. By Fall 2020, roll out estate giving plan in partnership with Christian Stewardship Services.

Champion: Director of Community Engagement

#5

Establish a capital campaign committee and initiate a feasibility study for a capital campaign by January 2019.

Champion: Board and Director of Community Engagement

#6

Complete a financial health audit through SCSBC.

Champion: Business Office and Administration

Community Engagement Goals

#1

Share the work of Cedars with 2-3 local churches each year through foyer displays and/or congregational messages.

Champion: Director of Community Engagement

#2

Host an annual pastor appreciation luncheon in which Cedars provides professional development and involves students honoring them.

Champion: Director of Community Engagement and Administration

#3

As a service, set up an area on website to support PG area churches to promote events.

Champion: Office Staff

#4

Create a space (inside and/or outside) where parents / guardians can gather around “coffee” and build community with one another around dropoff / pickup times. Consider services such as prayer, family or parenting workshops, and Alpha classes during this time.

Champion: Director of Community Engagement, PAC, and Administration

#5

Develop a new family orientation and mentor program to promote strong connections and family support.

Champion: Director of Community Engagement and Administration

#6

Develop a network of current contact information for alumni and past staff members, board members etc. and intentionally reach out to them in meaningful ways.

Champion: Director of Community Engagement

Identified Business Essentials

This strategic plan is not intended to be an exhaustive lists of all the priorities of the Board and Administration over the next three years. Some of the key ongoing priorities or “business essentials” that the Board would like to highlight, include:

- Attracting, hiring, training, appreciating, and retaining high quality Christian staff (Principal – Spring 2019)
- Clear job descriptions and annual review processes for all staff
- Ongoing professional development for staff that improves pedagogy and discipleship
- Alignment of policy and staff contracts (teacher contract – Spring 2019) that align with current governance structure
- Maintenance of community partnerships with CNC and UNBC for dual-credit course options
- High school programming that provides excellent preparation for post-secondary education in trades, college, university, and Christian ministry.
- Maintenance of ubiquitous technology for teaching and learning
- Continuing to improve communications with parents and society members
- Financial health assessment (Financial Health Audit – 2019/2020) – including ongoing tuition structure review