



# 5-Year Plan

2020-2025

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## 5-Year Plan | Process & Objectives

### Guiding Centralia Christian School

Centralia Christian School (CCS) is committed to providing quality education to its students through Biblically-based learning and exceptional academics. With this in mind, the School Board set up a Strategic Planning Committee to review the school's internal make-up, strengths and limitations over the course of SY 2019-2020 with the goal of creating a 5-Year Plan to guide CCS's growth and development over the next five years, starting SY 2020-2021.

The 5-Year Plan, which is outlined in this document, is meant to help address the school's changing demographics and its students', staffs', and families' evolving needs. It includes the steps the school and its stakeholders plan to take in areas of program development, staffing, student recruitment, retention, family involvement, finances, etc.

**Strategic Planning Process:** The goal of the Strategic Planning Process was to review school data from processes, surveys and other areas while gathering feedback from stakeholders and CCS staff to ensure a reasonable and comprehensive Plan was created.

The Strategic Planning Committee met six times over SY 2019-2020. Before each meeting a Needs Assessment was sent to all members of the committee and to relevant stakeholders to gather data and to inform decisions and goals set.

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**COVID-19 Note:** In Spring 2020, CCS and all other schools in WA State were mandated to close their buildings to help prevent the spread of COVID-19.

The Strategic Planning Committee continued to meet via Zoom to keep Strategic Planning on schedule. Added flexibility, however, was built into the Plan due to the fact that COVID-19 may have affected the school's ability to instigate changes by the dates formerly set.

## 5-Year Plan | Strategic Planning Committee

**The Strategic Planning Committee:** CCS wanted to include each of its major stakeholder groups in the Strategic Planning Committee and Planning process.

The following Committee members were chosen to represent the school and other relevant CCS stakeholders, though additional stakeholders were encouraged to provide first-hand data to the Committee Advisor and other members on each topic discussed throughout the year.

**Hillary Fazzari** — Committee Advisor | Development Officer

**Ann Stout** — Principal

**Linda Johnson** — Kindergarten Teacher | PLC leader

**Krista Bosman** — Third Grade Teacher | PLC leader

**Becky Gilham** — Music Teacher | MS/HS Representative | Pastor

**Dan Swecker** — CCS Foundation President

**Laura Price** — School Board Member | CCS Student Grandparent

**James Beveal** — School Board Member

**Committee Member Roles:** Each member served to inform and create the 5-Year-Plan; each participated in data gathering for each Needs Assessment, and each acted as a conduit through which other staff and stakeholders were able to provide input and information.

## 5-Year Plan | Meeting Schedule & Topics

**Planning Committee Schedule:** The Strategic Planning Committee met six times over the course of SY 2019-2020. Each meeting discussed a Needs Assessment and stakeholder comments as related to the pre-designated meeting topic. Additional information above and beyond that listed below on the Meeting Schedule was encouraged.

### **November 27:** Introductory Meeting

- Purpose of Strategic Planning
- Review of the CCS Mission & Vision statements

### **January 31:** Purpose & Discipleship

- Discussion of the purpose of the school and its Education Philosophy
- Integrating discipleship in academics and activities

### **February 28:** Student Support

- Changing demographics, priorities and concerns
- Academic support for low-achieving, high-achieving, & students w/particular needs
  - The Student Support & Dyslexia Program
- Emotional/Religious/Counseling needs and support
- New student transitions
- Networking w/public schools to provide families with info on services they can receive through their home district

### **April 17:** Staff Support

- Professional Development
- Tech support/needs
- Teaching resources/class funds/curriculum
- Pay/Benefits
- Staffing
- Additional support

**May 29:** Stakeholder Engagement

- Parent & Community involvement and partnerships
- Donor bases and changes culture
- Types of fundraising
- Branding/Advertising/Visibility
- Enrollment – Reducing barriers
  - Processes, fees, policies
- Responsibilities of the Boards
- Financial Assistance – Reducing barriers

**June 12:** Recalibrating Goals & Final Review

- Goals & schedule considering COVID-19
- Finalization of the 5 Year Plan's times table for goal realization

## 5-Year Plan | Mission & Vision

**November 27, 2019**

### **INTRODUCTORY MEETING**

**Meeting Objective(s):** To review the Strategic Planning Process and update the CCS Mission & Vision Statements to better fit the school's vision for itself and its students.

**Summary:** Because the Mission & Vision guide not only the CCS community but the ways in which the 5-Year Plan was conceived, the Strategic Planning Committee actively engaged with God's Word to ensure the Mission & Vision were compatible with the moral absolutes of the Bible with Proverbs 22:6, in particular, guiding the revitalization of the statements.

**Board Approval:** Updated statements were approved by the School Board and integrated throughout the school during December 2019.

### **Updated Statements | 2019-current**

#### **School Mission**

*Pursuing Christ in character, academics and service*

#### **School Vision**

*Training our future leaders to use their hearts, heads and hands for Christ*

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Each can be written as listed or reworked to form a complete sentence. Brevity was favored as a way to ensure the statements were easy to brand and remember.

## 5-Year Plan | CCS Purpose & Discipleship

**January 31, 2020**

### **PURPOSE & DISCIPLESHIP MEETING**

**Meeting Objective(s):** The main goal of the second meeting was to review the CCS education philosophy, discuss the school's purpose, and address discipleship at the school.

**Summary:** The Education Philosophy guides CCS's educational approach, so the Bible was used to inform and revitalize the philosophy using Proverbs 22:6. It was decided a Discipleship Philosophy would also be important to introduce, so a philosophy was drafted along with a Discipleship Paradigm to guide the CCS community.

**Board Approval:** The updated CCS Education Philosophy and the new Discipleship Philosophy were approved by the School Board in Winter 2020.

### **Updated Statements | 2020-current**

#### **Philosophy of Education**

*Our academic program is Christ-centered and uses proven teaching methods coupled with a constant search for more effective strategies. We believe God has given parents the responsibility to "start children off on the way they should go" (Proverbs 22:6 NIV), and we see the Christian school as an extension of the home. Our ministry is to use our God-given gifts of teaching to help young people pursue lives of Godly leadership and service, academic rigor, and individual responsibility and integrity based on the moral absolutes of God's Word.*

#### **Philosophy of Discipleship**

*We train our students to pursue lives of love, integrity and service, by the power of the Holy Spirit, internally in their hearts and externally through their behavior.*



## **Discipleship Paradigm: Love, Integrity and Service**

The new Discipleship Paradigm is slated to be worked through every level of the school. The Paradigm affirms that CCS and its members, including its students, should embrace and live out Christian virtues including:

- Kindness
- Grace
- Thoughtfulness
- Servanthood
- Respect
- Love
- Helpfulness
- Honesty
- Integrity
- Initiative
- Humility
- Perseverance
- Responsibility
- Thankfulness
- Diligence
- Obedience
- Stewardship
- Empathy

## **Developed Goals**

**Summary: In conjunction with the creation of the Discipleship Paradigm, the Discipleship Philosophy and the updates to the Educational Philosophy, the Committee set the following goals to be rolled out starting SY 2020-2021 or earlier.**

### **“New Parent” info**

To be implemented: As soon as possible

New Parent Interviews will be reintroduced and will have more literature and documentation available at them regarding our discipleship. This may include information on how parents can teach discipleship at home.

### **New Student Orientations**

To be implemented: SY 2021-2022

In addition to the Parent Orientation, New Student Orientations will be held at the start of the school year. Returning students will be encouraged to participate; a Buddy system may be introduced for kids or families. The goal is to get incoming students prepared for school. Grade bands to be included are TBD.

**New promotional videos** To be implemented: Dec./Jan. 2020-2021

James Belveal's (School Board) son may be able to film new videos. These can be shown at orientation, at chapel, on our webpages and at outreach opportunities. The goal is to incorporate discipleship into our promotional videos and to increase the number of CCS videos featuring current CCS students.

Professionally created promotional videos were slated to be made in 2020 but due to COVID-19, they are now slated to be produced SY 2020-2021.

**Discipleship Signage** To be implemented: 2020

New, discipleship-based signage will be placed around the school, featuring the CCS Love, Integrity, Service Paradigm as well the desired character traits. This includes:

- On the playground
- In the hallways
- In the classrooms

The goal is to integrate this paradigm and update the building's infrastructure while providing visual guidelines regarding Christian behavior.

**Updated Learning Objectives** To be implemented: Summer 2020

CCS plans to deepen the way it lists Bible learning objectives for each grade band. This includes:

Adding a "Discipleship" section to our Bible instruction learning objectives that outlines what teachers already teaches regarding discipleship and how that (at least generally) correlates to Biblical objectives already listed.

Adding an "Application" section in which teachers can document the practical applications or service opportunities they already do and which correlate, where appropriate, to the Biblical objectives of each grade.

This will be carried out by staff over the summer 2020 and SY 2020-2021 during the annual reviews of curriculum. A Curriculum Committee can also be created to ease any extra burden of documentation that might otherwise be placed onto staff; Shirley Fazzari (School Board) will oversee.

**Student Body Leadership**

To be implemented: if possible

Reforming a student leadership group or body would be helpful in terms of teaching discipleship, but it is a very time consuming task. The option of restarting this will be floated to the staff but will not be pursued at this point if there is no one willing to take it on.

**Service Hours for the High School**

To be implemented: SY 2020-2021

High school students will be required to complete 10+ service hours (on a prorated basis depending on when they enroll) each year or cumulatively. This will help to prepare them for 11<sup>th</sup> grade (especially if they go to the public schools, which require service hours for graduation, or plan to pursue college and need volunteer activities for applications). It will also help them build a resume and teach them the importance of service along with the skills they need to pursue service independently as adults.

## 5-Year Plan | Student Support

**February 28, 2020**

### **STUDENT SUPPORT MEETING**

**Meeting Objective(s):** The third meeting reviewed student life, student support, and academics at CCS with the goal of improving the school's student experience by better meeting student needs.

**Summary:** The Needs Assessment found the main area of concern for CCS as of SY 2019-2020 to be Student Support for students below or at risk of falling below grade level. This led to the main goal of the meeting being the recommendation that the existing Student Support and Dyslexia Program be reviewed and made more robust to better meet student needs. Additional goals were also developed to better offer support CCS students and families.

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### **Developed Goals**

**Summary:** In conjunction with the review of the Student Support Program, the Committee set the following goals to be rolled out starting SY 2020-2021.

#### **Review Student Support Program**

To be done: Spring-Fall 2020

Hillary Fazzari (Development Officer) will gather feedback from teachers. *Next Steps:* Design a more effective program, hire more staff. *Goal:* Have a plan for more effective program and more staff by SY 2020-2021 or SY 2021-2022.

#### **Curriculum Review**

To be done: Spring/Summer 2020

Shirley Fazzari (School Board) will review the curriculum we have. *Next Steps:* Use data gathered to fix curriculum gaps, improve scope/sequence, etc. *Goal:* Identify curriculum needs to have updated curriculum that better fills gaps.

**Hire a part-time School Counselor**

To be done: SY 2021-22 or later

**Hiring aides**

To be done: Summer &amp; Fall 2020

Have a panel interview with candidate(s) and the teachers who would work with the candidate(s) so the teachers can provide feedback before hiring.

**Solve space issues**

To be done: Ongoing

Ensure a robust Student Support Program has adequate space; may include researching, buying, or acquiring portable(s), redoing conference rooms for more space, or using the library for tutoring, etc.

**Family-Teacher Admissions Interviews**

To be done: Summer 2020

Revisit the idea of having teachers more involved in the admissions process and review the enrollment process accordingly.

## 5-Year Plan | Staff Support

**April 17, 2020**

### **STAFF SUPPORT MEETING**

**Meeting Objective(s):** The goal of this meeting was to discuss Staff Support and figure out strategies to better meet the needs of teachers and employees.

**Summary:** Staff were asked to identify their needs at the April 2020 Staff Meeting, and much like the March meeting, it was found that making the Student Support & Dyslexia Program more robust would be very helpful.

The following Wish-lists were compiled based off needs identified by staff and have been sorted into two groups, one which includes one-time expenses and one which includes ongoing expenses. Items with no immediate or initial cost have been marked (FREE), though there may be additional costs to facilitate. Potential staff hires were also discussed and included as “needs”.

**Board Approval:** In Spring 2020, the Boards reviewed each list for prioritization. These lists will be continually re-evaluated by the Boards from 2020-2025.

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### **Total Hires Projected**

From the Needs Assessments, several positions were prioritized for hiring:

- **Student Support Teacher** (part-time or full-time)
  - Preferably with Title I/LAP or Special Education experience
- **2-3 Student Support Aides** (part-time)
  - Comfortable working with upper grades but will to work any grade
- **Marketing/Enrollment Director** (part-time or full-time)
  - Preferably BA Communication/Marketing or equivalent experience
  - Preferably 5-8 years of cumulative experience
- **School Counselor** (part-time)
  - MA in School Counseling or Related Field or equivalent experience

## **One-time Expenses**

- School-wide Chromebooks
- Review of Scope & Sequence (FREE)
  - Will require ongoing costs if new curriculum needs to be purchased
- 2<sup>nd</sup> smaller copy machine
- Better lights/mic/sound system for student performances
  - Was to be paid for by the CCS Quilting Group -- on hold due to COVID-19
- Review the structure/tasks of the Marketing Team, including that of the Director & Development Officer to ensure marketing, outreach, enrollment, financial aid, communication, and fundraising tasks are delegated well (FREE)
- Sound tiles for halls/classrooms/etc.
- New carpet or carpet tiles for classrooms
- New desks or other furniture where needed
- New school website
- Outside drinking fountain for playground

**NOTE:** Not all teachers need new desks/carpets. A spreadsheet will be sent to staff by Hillary Fazzari (Development Officer) around Summer 2020 or SY 2020-2021 to determine which classrooms are missing what or need what pieces of furniture or updates.

## **Ongoing Expenses**

- More robust Student Support Program
  - Approximated: 1 half-time to full-time teacher; 2 aides for upper grades
- Staff Retirement Plans
- Health Insurance or Billing Sharing Plans
- More reliable internet (May already be updated by SY 2020-21)
- Hire a Marketing/Enrollment Director
  - Half-time position should be sufficient
- Add a Yearly Marketing Budget
  - \$2500-3500 per year, may have rollover
- Training so more staff can work with IT (FREE)

- Ensure Prep time for all teachers (FREE)
- Introduce a sequence of enrichment assemblies/programs
- Create a plan to keep technology in the computer lab and classrooms updated
- Hire a multi-grade science teacher



## 5-Year Plan | Stakeholder Engagement

**May 29, 2020**

### **STAKEHOLDER ENGAGEMENT MEETING**

**Meeting Objective(s):** The goal of this meeting was to discover new ways in which to engage CCS's stakeholders.

**Summary:** Stakeholder engagement was discussed, along with the ways in which the school gains new students, manages its financial assistance and tuition/fees, and engages with donors, parents, and other stakeholders. Discussion revolved around how to create and maintain sustaining relationships throughout the community.

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### **Developed Goals**

**Summary:** The Committee set the following goals to be rolled out starting SY 2020-2021, or earlier.

**Review Financial Assistance** To be completed: SY 2020-2021

Review the ways in which the school allocates financial assistance and work on diversifying the types of aid available, increase the amount of aid, and offer more incentives to increase enrollment. This is to be done by the Finance and Financial Assistance Committees with the School Board and stakeholders.

**Review Online Donations Structure** To be completed: SY 2020-2021

The school would like to review the ways in which it can take donations online to ensure it is maximizing the donations it can receive through each platform.

**Foundation Strategic Planning**

To be completed: SY 2020-2021

The Foundation would like to evaluate itself and any pieces of its processes deemed necessary to improve the ways in which it manages donations and handles donor relations and fundraisers. Toward this end, a full Strategic Planning Process will be begun for the Foundation in SY 2020-2021.

**Review Tuition/Fees**

To be completed: SY 2020-2021

The School Board will review how CCS approaches its fees and tuition. Things to be discussed are variable tuition, incentives, varied fee structures and the economic make-up of our community internally in the school and externally.

**Online Enrollment**

To be completed: Summer 2020

Based off feedback from the 2020 Enrollment Committee, CCS would like to begin utilizing an online enrollment process through its webpage. Paper applications will still be available for families that cannot enroll online.

**New Board Member Initiative**

To be completed: Ongoing

In order to maintain a diverse and healthy School Board, the School Board plans to invite new members to apply for and join the Board starting as soon as possible.

## 5-Year Plan | Goals Chart

**Goals Tables:** This table reorganizes the goals already listed in this Plan, providing a table of goals, tasks, and completion dates on a yearly basis.

Due to COVID-19, most of the goals are slated for completion or review in SY 2020-2021 or 2021-2022 with the following years left blank to allow for flow-through. This will allow goals to be rolled over into the next SY as needed and will allow CCS to extend and constantly monitor which goals are feasible for each year.

Most goals need School Board or Administrator delegation to move forward.

The School Board and the Foundation plan to review these goals at their monthly meetings.

<b>Goals to be completed during SY 2020-2021</b>		
<b>1: Staffing and Personnel Development</b>	<b>Delegated:</b>	<b>Status:</b>
a. Hire Student Support/classroom aides	Principal	STARTED
b. Involve Teachers in the hiring process of aides	Principal	
c. Hire a Marketing/Enrollment Director to make the department more robust	School & Foundation Boards	
d. Hire another Student Support teacher (part- or full-time)	Principal	
<b>2: Facilities, Technology and Classroom Improvement</b>		
a. Review space issues	School Board	
b. Purchase Chromebooks for every student's use	School Board	COMPLETED
c. Purchase a 2 <sup>nd</sup> copy machine		

d. Purchase new lights/mic/sound equipment	Quilters' Group	
<b>3: Discipleship Development</b>		
a. Integrate Discipleship signage		
b. Incorporate High School Service Hours	High School Teacher	COMPLETED
<b>4: Enrollment, Academic and Educational Standards</b>		
a. Reintroduce "New Parent" Interviews	Admin.	COMPLETED
b. Introduce Online Enrollment	Admin.	
c. Introduce New Student Orientations	Admin & Teachers	
d. Update Learning Objectives / Scope & Sequence	Shirley Fazzari	IN PROGRESS
e. Review & update Student Support Program	Development Officer & Student Support Teacher(s)	IN PROGRESS
<b>5: Organizational and Financial</b>		
a. New promotional videos	Development Officer	
b. Create a Marketing budget	Development Officer & Foundation	
c. Foundation Strategic Planning Process	Foundation	IN PROGRESS
d. Review Financial Aid structure	School Board & Foundation	

e. Review Tuition/Fees structure	School Board	
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<b>Goals to be completed during SY 2021-2022</b>		
<b>1: Staffing and Personnel Development</b>	<b>Delegated:</b>	<b>Status:</b>
a. Review hiring a part-time school counselor	School Board	
b. Review hiring a multi-grade science teacher	School Board & Admin.	
<b>2: Facilities, Technology and Classroom Improvement</b>		
a. Install an outside drinking fountain		
b. Review need for more robust science lab	Foundation (Possible Auction "Call From the Heart" Item)	
c. Review space issues	School Board	
<b>3: Discipleship Development</b>		
a. Finish Discipleship Signage if not finished already		
<b>4: Academic and Educational Standards</b>		
a. Incorporate more enrichment assemblies	Admin. & Teachers	
b. Review Student Support Program & modify as needed	Development Officer & Student Support Teacher(s)	
<b>5: Organizational and Financial</b>		
a. Revisit creating a new school website	Admin.	

b. Foundation's Strategic Plan set to start	Foundation	
c. Introduce new Financial Aid strategies	Admin. w/School Board direction	
d. Introduce updates to Tuition/Fees structure	Admin. w/School Board direction	

<b>Goals to be completed during SY 2022-2023</b>		
<b>1: Staffing and Personnel Development</b>	<b>Delegated:</b>	<b>Status:</b>
<b>2: Facilities, Technology and Classroom Improvement</b>		
<b>3: Discipleship Development</b>		
<b>4: Academic and Educational Standards</b>		
<b>5: Organizational and Financial</b>		



<b>Goals to be completed during SY 2023-2024</b>		
<b>1: Staffing and Personnel Development</b>	<b>Delegated:</b>	<b>Status:</b>
<b>2: Facilities, Technology and Classroom Improvement</b>		
<b>3: Discipleship Development</b>		
<b>4: Academic and Educational Standards</b>		
<b>5: Organizational and Financial</b>		

<b>Goals to be completed during SY 2024-2025</b>		
<b>1: Staffing and Personnel Development</b>	<b>Delegated:</b>	<b>Status:</b>
<b>2: Facilities, Technology and Classroom Improvement</b>		
<b>3: Discipleship Development</b>		
<b>4: Academic and Educational Standards</b>		
<b>5: Organizational and Financial</b>		

<b>Long-term &amp; Flexible Goals</b>		
<b>1: Staffing and Personnel Development</b>	<b>Delegated:</b>	<b>Status:</b>
<b>2: Facilities, Technology and Classroom Improvement</b>		
a. Work through Teacher Wish-lists of updates/items	School Board & Foundation	IN PROGRESS
<b>3: Discipleship Development</b>		
<b>4: Academic and Educational Standards</b>		
a. Reintroduce Student Leadership	Admin.	
b. Reintroduce Band	Admin.	
<b>5: Organizational and Financial</b>		
a. New Board Member initiative	School Board & Foundation	IN PROGRESS