



“Obstacles are those frightful things you see when you take your eyes off your goals.”

Henry Ford

2019-2020 STRATEGIC PLAN

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Where We Are Going

We are entering an exciting time at Colorado West Christian School. The 2018 school year brought an increase of 30% enrollment and a new Administrator joined our team. The purpose of this strategic plan is to help our team of educators and school staff refine our focus and select those things that are most important to us for the 2019-2020 school year.

Biblically, Christians are encouraged to carefully plan for the future. We are to commit our thoughts and futures to the Lord and depend on God to help us accomplish our goals. Psalm 127:1 tells us that “unless the Lord builds the house, its builders labor in vain. Unless the Lord watches over the city, the watchmen stand guard in vain.” To further support this Proverbs 16:9 tells reminds us that “in his heart a man plans his course, but the Lord determines his steps.”

These are great scripture references that help us frame why we conduct strategic planning and what we hope to accomplish. In January of 2019 the new Administrator met with the school staff and school board members to refine our focus for the future. The result of our efforts are captured below. These goals and objectives reflect the plans of Colorado West Christian School, the Administrator and the School Board over the next year. We have formulated these goals in hope that we might continue the good work the Lord has done in this school. We realize we desperately need God to help us accomplish our goals or we see that we labor in vain.

Additionally, we have developed a new mission and vision statement. We have refined our purpose for the school. We will labor to be deliberate in all our actions so that we bring glory to God in everything we do. We are very excited about what the Lord has in store for this school and for our graduates in the years to come.

CWCS Mission/Vision Statement

CWCS delivers Christian education in partnership with Christian families and local Evangelical churches to develop students both academically and spiritually. We provide every student an education with truth in every subject; surrounding them with examples of servant leadership and to prepare them to utilize critical thinking and actions to develop a biblical worldview in a nurturing and structured environment **Cultivating Whole-hearted Christian Servants.**

Purpose Statement

The purpose of CWCS's education program functions as an extension of the family and the church; placing ourselves under the Lordship of Jesus Christ. CWCS is committed to academic excellence by glorifying Christ, encouraging each student's spiritual, academic, social emotional and physical development. We seek to do these things through...

- a. **Partnership** (Prov 22:6) As Christian's our emphasis on developing our children in faith is not a single-minded focus. We must be committed as an Evangelical Christian community to do everything possible to "bring them up in the discipline and instruction of the Lord." (Eph 6:4)
- b. **Development** (Heb 6:1) We strive to move past elementary teaching and understanding of our Christian faith. We will endeavor to challenge our children scripturally and develop a more mature Christian foundation.
- c. **Truth** (John 14:6, Col 2:8) Everything around us is rooted in biblical truth. There is no aspect of our existence that can't be explained from a biblical worldview. Every aspect of our instruction, whether academic, personal or spiritual is approached with biblical truth.
- d. **Critical Thinking** (1 Thes 5:21, 1 Cor 14:20) The world around us is drowning in misinformation and untruths. We are reminded in scripture to test everything and hold to what is good. We strive to develop a mature understanding of biblical principles that will serve as the foundation of our children's walk with Christ.
- e. **Servant Leaders** (Phil 2:5-7) We have the perfect model of service in Christ. We seek to emulate this model in everything we do. Our students are surrounded by people who truly embody servant leadership and our aim is to cultivate this same characteristic within our CWCS family.

f. **Structured Environment** (1 Cor 14:40) At CWCS we approach every aspect of our curriculum and instruction with structure and order. We work diligently through curriculum to ensure our students gain every opportunity to grow in knowledge and righteousness.

g. **Accountability** (Rom 14:12, Matt 18:15-17) We are all accountable to God. As Christians we are also accountable to one another. We understand our fallen nature, but we are committed to holding each other accountable so that we grow in grace and refine our daily walk.

Strategic Goal 1: Business Operations

Objective 1.1. Increase enrollment for 2019 school year

Metric 1.1.1. Improve enrollment numbers by 15% (19 students) from previous school year

Metric 1.1.2. Increase Google Chrome Book inventory and replace $\frac{1}{4}$ of inventory annually

Objective 1.2. Improve financial auditing for increased accountability

Metric 1.2.1. Determine among accounting lines income and expenses with 100% accuracy

Metric 1.2.2. Use financial data to determine account balances to forecast EOY profit/loss.

Objective 1.3. Maintain positive account balances

Metric 1.3.1. Ensure EOY accounts retain 5% of total income to roll over to next fiscal year

Objective 1.4. Establish payroll limits based on tuition income alone

Metric 1.4.1. Do not exceed 75% payroll v. tuition income ratio

Strategic Goal 2: Deliver Exceptional Education

Objective 2.1. Improve technology applications to enhance classroom deliverables

Metric 2.1.1. Refresh or replace technology devices every 3-4 years

Metric 2.1.2. Provide technology training to teachers for applications used in classroom

Metric 2.1.3. Implement elective program starting with middle school grades to include subjects such as art, German, Spanish, and technology

Objective 2.2 Create a school technology plan to include library/media services and social media

Metric 2.2.1. Appoint a committee to evaluate our current technology and library/media offerings

Metric 2.2.2. Create a new school website that will be a tool to send out school information, to assist potential and current families, provide information page for better distribution of classroom information and be a resource for alumni

Metric 2.2.3. Redesign information technology network to reduce internet down-times

Objective 2.3. Continue to enhance and refine our Pre/K-12 curriculum

Metric 2.3.1. Purposefully infuse a biblical worldview into all aspects of curriculum so that students will develop critical thinking and analytical skills in applying biblical truths to all areas of knowledge and behavior

Metric 2.3.2. Hire dedicated Physical Education teacher to implement a more robust PE program to include sports development

Metric 2.3.3. Incorporate a music education for all grade levels, and provide choral or instrumental options for middle school and high school

Objective 2.4. Provide professional teaching staff more comprehensive developmental education opportunities

Metric 2.4.1. Develop peer teams to improve curriculum cohesiveness and provide peer mentoring and support

Metric 2.4.2. Increase pool of available substitute teachers and utilize them to afford teachers professional development opportunities.

Objective 2.5. Employ grade level assessments at the beginning, middle and end of year

Metric 2.5.1. Use assessments and standardized testing to ensure curriculum exceeds grade level expectations

Metric 2.5.2. Use assessments and standardized testing to ensure students are advancing academically

Metric 2.5.3. Analyze results for placement of each student at the beginning of each year

Metric 2.5.4. Use assessments and standardized testing to build trend analysis to ensure curriculum cohesiveness

Objective 2.6. Evaluate the need for a comprehensive summer program that includes academic, enrichment, fine arts, and sports camps.

Metric 2.6.1. Appoint a committee of volunteer parents, teachers, and staff to evaluate the implementation of a summer program and make recommendations for improvement and expansion.

Metric 2.6.2. Hire a part-time Summer Program Coordinator to plan, develop and oversee a summer program.

Strategic Goal 3: Engage the Community

Objective 3.1. Develop 3-5 year Marketing Plan to improve school's visibility and value to the community

Metric 3.1.1. Advertise enrollment opportunities through local media outlets Feb-May

Metric 3.1.2. Create useful marketing material and place strategically in the community

Metric 3.1.3. Create more interactive and useful web design

Metric 3.1.4. Utilize Facebook to better message mission and daily/weekly events

Objective 3.2. Work to develop evangelical community interest to create partnerships advancing the school's mission and our Kingdom's purpose

Metric 3.2.1. Create sustainable relationships with Montrose Evangelical Church leadership

Metric 3.2.1. Involve Montrose Evangelical church leaders to lead weekly chapel

Objective 3.3. Establish more robust Parent Action Committee

Metric 3.3.1. Increase parent participation during pick-up and recess hours to improve safety of children

Objective 3.4. Develop a comprehensive parent education program that supports and assists parents of all grade levels with common challenges they face in raising their children in a God-honoring way

Metric 3.4.1. Appoint a committee comprised of parents, teachers, students, and administrators to identify the common challenges parents face in raising children in a God- honoring way

Metric 3.4.2. Plan, organize, and implement a series of workshops and seminars designed to assist parents in raising godly children.

Strategic Goal 4: Building and Grounds Sustainment

Objective 4.1. Program facility sustainment projects to improve current infrastructure

Metric 4.1.1. Earmark 2% of 2019 budget for future years development

Metric 4.1.2. Reduce spending on facility expenses by 10% of projected costs

Objective 4.2. Improve school security features, policies and procedures

Metric 4.2.1. Ensure all classrooms are equipped with a security mechanism whereby there is no direct access to classrooms. Ensure classrooms have a minimum of one security protocol

Metric 4.2.2. Begin to program money to improve/maintain security infrastructure.

Objective 4.3. Develop a 3-5 year lifecycle facility sustainment/modernization plan that forecasts future growth and facility sustainment needs

Conclusion

All too often Strategic Plans are created, settled, then are placed on a shelf or tucked away in some obscure computer file never to be referenced again. Monitoring and evaluating the planning activities, implementing the plan and ongoing communication with key stakeholders are just as important as the goals and metrics themselves.

With the implementation of this strategic plan, the Administrator and school board will improve how we manage our administrative functions. The board will refine the key action committees whereby these goals and objectives will lead our monthly discussions and efforts. The monthly board meeting minutes will be a record of our progress over the next year as we

look to implement these goals and objectives. Together we will accomplish our mission and vision and fulfill our philosophy to be the educational standard in the greater Montrose area.

2019-2020 CWCS Strategic Plan Adopted and Approved

11 Mar 19

School Board President

Administrator