



2017-2021 STRATEGIC PLAN

MISSION

Our Unity Christian School community is firmly committed to assisting its students in developing their God-given potential to enable them to join in the work of building the Kingdom of God.

**Approved by the Board
November 1st 2016**

BACKGROUND

In 2011, Unity Christian School established a strategic plan that for five years placed a high focus on its sustainability, financial health, educational quality, and enrollment growth. Unity has largely achieved the priorities of this plan and as a result this plan propelled Unity's growth and maturation into a school of substance, quality, and academic excellence. The Unity Christian School community embraced this plan and executed it with faith and passion. Students flourish. Enrollment has grown substantially. Finances are solid. The entire school community is engaged. And the broader community recognizes Unity as a highly desirable source of Christian education, leading to expected demands for growth and expansion.

The 2016 – 2020 Strategic Plan describes a faith-driven and wisdom-led direction. Unity has identified many dimensions of growth, not only in size, but in strengthening its community and maintaining the intimacy that comes more easily in a smaller school. Through this plan, Unity is giving an enthusiastic 'yes!' to facing its challenges and opportunities. Much has been given to Unity, and even more is required. Together, the Board and staff have crafted a document that endeavors to respond to the Call that they have received.

Through its Vision Statement, Unity has articulated how it seeks to grow and change in the next 5 years. None of these elements are fully realized at present. Rather, they are a beacon lighting the way to its future. This vision has driven the priorities that follow in this plan.

VISION

Unity Christian School, offering a distinctive approach to Christian education, will be known as an outstanding choice for education in Chilliwack. Unity students will reach their unique academic potential as Unity Christian offers a wider variety of course selections, utilizes cutting-edge resources, and strengthens extracurricular programs in applied skills, fine arts, and athletics.

Underlying the student learning experience will be full use of the *Unity Christian Graduate Profile* as a PreK-12 guide to student development of faith, intellect, talents, and character.

Unity Christian will utilize exemplary teaching methods by a staff of life-long learners who continuously improve their own skills. Teachers knowing all students as individuals is a hallmark of Unity Christian School and will remain an integral focus throughout all phases of our growth and ongoing commitment to Christian education.

Unity will be an inclusive Christian faith community that engages students, parents, alumni and the broader community in support of the learning enterprise. Unity Christian will strengthen its ability to accommodate diverse learning styles and needs and welcome students from diverse denominations, backgrounds, and abilities.

Unity will integrate classroom instruction with community service, thereby deepening students' faith and learning. Unity students will gain an understanding of their role and responsibility as global citizens and strengthen their local community ties.

Unity will wisely manage its growth while retaining its 'community' environment. Unity will strive to offer Christian education to every Christian family who desires it. It will foster 'community' by emphasizing parent engagement in leadership, in the classroom, and in various school events and hospitality.

CORE VALUES

Dedication of our all to God

The Unity Christian curriculum, pedagogy, assessment practices, policies, procedures and extracurricular activities will faithfully reflect the Lordship of Christ over all.

Community

Unity Christian seeks to engage students, parents, employees and alumni in the enterprise of learning, all focused on the same outcome of learners equipped with faith and prepared to serve the school, the community and wherever the Kingdom needs them.

Grace

Unity Christian seeks to transform the life of each student, where each one's experience is recognized; story is heard; and potential, talents and abilities are discovered and nurtured.

Acceptance and Inclusiveness

Unity Christian welcomes families and students of all Christian traditions as well as those who demonstrate a sincere interest in the Christian faith. Unity Christian seeks to include within its community those students with special educational needs, who possess varying learning abilities and come from diverse racial / ethnic backgrounds.

Challenge

Unity Christian seeks to engage, challenge and instruct students in ways distinctive to each, according to their unique academic potential and learning style.

Discernment

Unity Christian believes in the importance of students who are critical thinkers and able to engage our culture through a lens of faith. Therefore, the Unity Christian community seeks to be a safe but not sheltering place.

SCORECARD

"What gets measured gets done." With this in mind, Unity will evaluate and hold itself accountable to the following measures by which it will define "success" and will guide evaluating the degree to which Unity achieves its vision and strategic priorities. Its scorecard includes:

1. Educational Excellence
2. Ensuring Distinctive Christian Education as Articulated in the Unity Christian Graduate Profile
3. Financial Sustainability - as measured by a Culture of Giving and financial condition
4. Manage Growth
 - a. Property and building development / acquisition
 - b. Maintaining 'community'
 - c. Developing infrastructure (staff, policies, processes, activities)
 - d. Strategic Opportunities / collaborations

Educational Excellence Goals: Ensuring Distinctive Christian Education as Articulated in the Unity Christian Graduate Profile

1. By January 2018, the Education Committee shall define the forms and structure of staff collaboration. This will include dialog with education for parents and how staff collaboration benefits students and the school. By June 2018, the board will determine the level of scheduled / structured staff collaboration time. Any approved changes shall begin September 2018.

Champion: Education Committee Chair

2. By June 2018, implement enrichment and gifted programs. Explore program models that span the K-12 community to determine which best complements the Unity Christian educational goals and Graduate Profile.

Champion: Education Committee Chair

3. By April 2017, identify and evaluate expansions in additional course selections and establish a plan / schedule for their implementation. By September 2017 begin addition of new courses.

Champion: Education and Finance Committee Chairs

4. By February 2018, develop a plan supported by sufficient funding to more fully utilize cutting- edge resources. This plan will identify costs and feasibility. By February 2018, begin execution.

Champion: Education and Finance Committee Chairs

5. By April 2017, develop a plan to strengthen extracurricular and co-curricular programs in applied skills, fine arts, and athletics, including costs for each new / expanded activity.

Champion: Education and Finance Committee Chairs

6. By June 2017, a cross-Division staff team shall define values, principles and opportunities for local, global and experiential learning opportunities that are appropriate for each Division. Implementation shall begin by January 2018.

Champion: Vice Principals

7. Beginning September 2018, evaluate current pedagogies and identify needed improvements in teaching methods and teachers' competencies.

Champion: Education Committee Chair

8. By September 2018, offer targeted professional development in support of goal #1 that improve teaching methods and individuals' teaching competency.

Champion: Education Committee Chair

Financial Sustainability Goals

1. By May 2017, the Board will establish a comprehensive multi-year development plan for a Culture of Giving that will include such components as community fundraising events, annual giving, creation of an Endowment Fund and cultivating major donor relationships

Champion: Development Committee Chair

2. By January 2018, assess need for expanding paid development staffing and determine the timing for increasing development staff capacity.

Champion: Finance Committee Chair

3. By June 2017, the Board will develop a plan and policies for how fundraising revenue will be used.

Champion: Finance Committee Chair and Development Committee Chair

4. By September 2018 Finance Committee will develop and implement fiscal management policies (asset management, investment guidelines, cash reserves, etc.)

Champion: Finance Committee Chair

Manage Growth

1. By January 2017, the Board will create a task force to explore property acquisition for possible future expansion and will report back to the Board by June 2017. The task force will include information regarding all possible locations, cost, timeline, and its impact on the expected impact upon Unity's 'community'.

Champion: John Kampman

2. By February 2017, the Board will create a task force to evaluate and explore various avenues for the maintenance and continued growth of Unity as a close 'community'. The task force will include representation from such stakeholder groups as students, neighbors, alumni, parents, staff, board, etc. The task force will report back to the board by March 2017. Implementation of recommendations will begin by June 2017. This task force will interface with the property acquisition task force throughout the course of its work.

Champion: PR and Hospitality Committees Chairs

3. On an ongoing basis, broaden ecumenical outreach with a focus on engagement in Unity Christian education.

Champion: PR and Hospitality Committees Chairs

4. Beginning in 2017, Unity will develop at least one new collaboration or partnership annually through 2021 between the school and community organizations in the eastern Fraser Valley

Champion: Board Executive and Admin Staff

5. By January 2017, the Board will begin to review and rewrite the Constitution and Bylaws. This will be completed and approved by the Society by November 2018.

Champion: Board Chair

6. By January 2019,) the Principal and Vice Principals will review and revise written internal operations policies and processes.

Champion: VP's of Elementary and Middle/High Schools