2020-2023 Strategic Planning
ACCREDITATION & SCHOOL IMPROVEMENT PLAN

Grandville Calvin Christian Schools
LOVING • LEARNING • SERVING

APPROVED FEBRUARY 2020
Table of Contents

Grandville Calvin Christian Schools Overview ........................................... 4
Mission, Core Values, Our Promise ......................................................... 6
Who We Serve, Strengths, Areas for Improvement ................................. 7
Opportunities, Challenges, Long Term Results ........................................ 8
Long Term Goals ....................................................................................... 9
Dream Goal ............................................................................................... 12
People, Process ......................................................................................... 13-14
Frequently Asked Questions ................................................................. 15
Grandville Calvin Christian Schools Overview

**Polka Dot Garden Preschool**

Grandville Christian’s Polka Dot Garden Preschool is committed to providing caring and nurturing, Christ-centered early childhood education. We offer

• both English and Spanish Immersion.
• three year old and four year old preschool and a variety of schedule options.

We believe that each child is a precious gift from God. At Polka Dot Garden, your child is able to explore God’s world and develop his or her individual gifts and abilities. As a parent you will have the opportunity to partner with highly knowledgeable, skilled and caring teachers and staff who are here to support you in this amazing calling of teaching precious young children.

**Grandville Christian Elementary School**

Grandville Christian Elementary offers excellent Christian education using

• research-based best teaching practices
• both English and Spanish Immersion.

At GCCS children discover God and His world and are given opportunities to develop their unique gifts and academic skills. Highly skilled teachers and support staff partner closely with parents to meet the needs of each child. The Caring Kids, Caring Community program is focused on teaching students how to be a part of a compassionate and caring Christian community.

**Calvin Christian Middle School**

At Calvin Christian Middle School, we strive to develop our students in five ways:

• Spiritually
• Intellectually
• Physically
• Socially
• Emotionally

CCMS uses a middle school model that is focused on helping students explore a variety of passions and interests. In addition to the core curriculum CCMS offers

• research based best practice instruction.
• English and Spanish Immersion.

Students also participate in TRIBES, a program where each student is a member of a cross grade tribe and is given opportunities to build social skills and participate in service opportunities in the greater community.
**Calvin Christian High School**

Calvin Christian High School is a small school with big opportunities to love, learn and serve in God’s Kingdom.

- CCHS provides Christ-centered, student-focused, and engaged learning.
- English and Spanish Immersion.

At CCHS we provide students many opportunities to develop a Christian worldview through a Reformed lens within a liberal arts curriculum. Through Restorative Practices we give students opportunities to build community and to have difficult but important conversations in a safe place. Students, teachers and staff build strong and caring relationships within this close knit community. Students have opportunities to participate in a wide variety of:
  - athletics
  - music
  - clubs
  - theater
  - other extracurricular opportunities.

**Ambassador High**

Ambassador High is a school within a school at Calvin Christian High School that provides students with opportunities to discover and apply their God-given talents through community-based learning to develop their gifts to the fullest. Our curriculum is based on nationally-recognized successful programs to provide an integrated and individualized experience for each student. Ambassador High students spend three days on campus learning through project-based learning in integrated courses. The other two days students are learning through internships at community organizations and businesses. Students participate in fine arts classes, chapel, small groups, breaks and extracurricular activities with the rest of the CCHS student body.
Mission

We teach students to know God and His world through Christ-centered education in order to serve him in today’s society.

Core Values

**LOVING**

LOVE SELF, OTHERS, CREATION AND GOD.

“And now these three remain: faith, hope and love. But the greatest of these is love.”
~ 1 Corinthians 13:13

**LEARNING**

DISCOVER, EXPLORE, INNOVATE, AND CREATE TO PROCLAIM GOD’S GLORY.

“O God, you have taught me from my earliest childhood, and I constantly tell others about the wonderful things you do.”
~ Psalm 71:17

**SERVING**

CULTIVATE YOUR GIFTS TO TRANSFORM GOD’S GOOD WORLD.

“The Spirit calls all members to embrace God’s mission in their neighborhoods and in the world: to feed the hungry, bring water to the thirsty, welcome the stranger, clothe the naked, care for the sick, and free the prisoner.”
~ Our World Belongs to God, 2008

OUR PROMISE

In Loving, Learning, Serving, students will be invited to engage their head, hands and heart academically and spiritually.

**RIGOR:** Students will learn about God and His world from a Reformed Christian perspective and be appropriately challenged to acquire new knowledge and skills.

**RELEVANCE:** Students will experience excitement in connecting their learning to the world outside of the classroom walls and will be given opportunities to serve God and others and to care for God’s creation.

**RELATIONSHIPS:** Students are provided opportunities to cultivate a personal, loving and healthy relationship with God, their teachers and other students.
WHO WE SERVE

• West Michigan families
• Kids from birth to Grade 12 and their parents
• Families seeking the integration of faith and learning
• Families seeking personalized education
• Families seeking open admission -We welcome any student provided they understand our school provides a Christ-centered education.

STRENGTHS

• Our teachers are highly skilled and challenge our students to strive for academic excellence and provide them the opportunity to discover and develop their unique God-given gifts.
• Our students are taught a foundational Christian and Biblical worldview that encourages students to develop their own personal faith.
• We provide an inclusive education where all students are welcomed into age-appropriate classes and are supported to learn, contribute and participate in all aspects of the life of the school.
• We are debt free with an Endowment Foundation to support the operating budget on an annual basis.
• We provide an excellent Spanish immersion program for second language acquisition through core subject content instruction, intentional language study, educational discourse, and social interaction.

AREAS FOR IMPROVEMENT

• Financial sustainability is a concern due to the recent increase in the school’s contributions to support the frozen Christian Schools International pension fund along with increasing costs of operations.
• We desire a greater level of engagement with alumni and our community.
• Our facilities are aging, and are not competitive to other area schools. There are increasing repairs and maintenance costs.
• Talent management (i.e. recruiting, retention, succession planning, performance evaluation, staff development) practices can be improved.
• We desire an inclusive and diverse culture.
OPPORTUNITIES

• Personalized education aims to customize learning for each student’s strengths, needs, skills and interests. Each student gets an individualized learning plan that is based on what they know and how they learn best.
• Project/Service based learning, community-based education, and magnet schools are growing.
• Educational institutions are designing spaces to better meet the learning needs of students.
• Teaching for Transformation is a purposeful faith integration framework that immerses teachers and students in learning experiences to See God’s Story and Live God’s Story.

CHALLENGES

• A trend where enrollment is declining at Christian and other private schools in our area due to local demographics, cost, and a perceived decline in value for Christian education.
• Saturated market or competition with other Christian schools.
• Turnover of staff can impact our programming and curriculum goals.

LONG TERM RESULTS

In three years, we want to achieve the following results:

• Have five programs that provide deepened faith and learning opportunities to students to develop a Christian worldview within an educational paradigm that prepares them for calling in the 21st century.
• Increase the number of students attending all schools within the district from the 2019-2020 total of 903 to 925 despite the trend of declining enrollment in Christian schools.
• Achieve employee value of 80% as determined by a survey of questions.
• Obtain a parent satisfaction rating of 80% as determined by a net promoter score.
• Have a financially sustainable business model that generates positive cash flow as confirmed by an independent third party review of financial statements.
LONG TERM GOALS
In order to achieve the long term results, we need to do and be really good at the following:

GOAL #1 Create a caring culture and provide inclusive education where we design our schools, classrooms, programs and activities so that all students feel valued, supported and can learn and participate together.

HOW & WHEN?
• Implement, review and improve programming for Caring Kids, Caring Community, TRIBES and Restorative Practices (2020-2023)
• Provide additional professional development to staff (2020-2022)
• Gather data on effectiveness of programming (2022-2023)
• Provide service opportunities within each building where students can build relationships through serving (2020-2023)

WHO WILL LEAD THIS WORK?
• School Culture Task Force and Building Principals

GOAL #2 Provide differentiated and personalized instruction that is tiered to a student’s readiness and allows for students to make choices according to his or her interests.

HOW & WHEN?
• Differentiation for academically advanced (2020-2021)
• Ambassador High - Apply Year 1 lessons learned and launch, market, and promote Year 2 (2020-2023)
• Staff training and development (2020-2023)
• Evaluate student data and effectiveness of interventions in Professional Learning Communities (2020-2021)
• Ongoing evaluation of current educational offerings (2020-2023)
• Gather data on effectiveness of interventions and programming (2022-2023)
• Provide learning opportunities (i.e. deepened faith and learning programs) for students that appeal to their interests and gifts (2021-2022)

WHO WILL LEAD THIS WORK?
• Curriculum Council
• Building Principals
• Head of School
GOAL #3
Ensure vertical and horizontal alignment of curriculum so that learning builds on previous learning and so the school can evaluate whether the curriculum effectively aligns to the mission and core values of GCCS.

HOW & WHEN?
- Implement District Curriculum Alignment process (2020-2023)
- Move to next generation science standards (2020-2021)
- Create Curriculum Review Cycle (2021-2022)
- Publish the GCCS Curriculum Map (2022-2023)
- Map service learning, deepened faith and learning programs, spiritual formation and social emotional education curriculum (2021-2022)

WHO WILL LEAD THIS WORK?
- Curriculum Council
- Administrative Team (Head of School and Principals)

GOAL #4
Initiate a capital campaign and create additional revenue streams like Calvin’s Car Lot or Nice Twice that contribute to financial sustainability.

HOW & WHEN?
- Capital Campaign team finalizes plan (2020-2021)
- Soft roll out of Capital Campaign (2021-2022)
- Kick off official Capital Campaign (2022-2023)
- Financial Sustainability committee makes recommendations for additional revenue streams (Events, LLCs, Alumni, Year Round Childcare) (2020-2021)
- Select and execute recommendations from the Financial Sustainability committee for additional revenue streams (2021-2023)
- Identify and build relationships with new and existing donors (2021-2023)

WHO WILL LEAD THIS WORK?
- Capital Campaign Committee
- Financial Sustainability Committee
- Head of School
GOAL #5  
**Marketing and promotion** programs that increase awareness, create interest, generate revenue and create brand loyalty.

**HOW & WHEN?**
- Identify additional opportunities for marketing and promotions (2020-2021)
- Create marketing and promotions plan for the district (2021-2022)
- Create a marketing and promotions team (2020-2021)
- Implement marketing plan (2022-2023)

**WHO WILL LEAD THIS WORK?**
- Communications Director and team
- Head of School

GOAL #6  
Offering strong **extracurricular activities** outside the classroom as they are an essential part of a student’s overall school experience.

**HOW & WHEN?**
- Form an Extracurricular Activity Task Force (2020-2021)
- Evaluate current programs and make recommendations for additions or eliminations of current offerings (2020-2022)
- Create a plan to improve programming (2020-2023)
- Recruit and retain high quality personnel to support the programs (paid and volunteer) (2020-2021)

**WHO WILL LEAD THIS WORK?**
- Administrative team (Head of School, Principals and Athletic Director)
- Extracurricular Activity Task Force
Dream Goal

A dream goal may take many years to achieve. **We want to be a model teaching and learning Christian school in the Midwest.** A model teaching and learning school is one where students achieve excellence and where educators from around the Midwest come for professional development and to observe best practices in teaching and learning in action.

Staff Accountability

This plan will be accomplished with the help of all employees. Each employee will document their goals as well as the ways in which they will contribute towards the long term results and the overall strategic plan.
People
The People section is specific to three ‘people’ groups of our specific organization with whom we need to have a strong and positive relationship. Within each people group, we have identified a set of metrics that we will use to measure the strength of these relationships.

EMPLOYEES

- **EMPLOYEE DEVELOPMENT** - as part of each employee’s goals, we will track the number of training hours achieved per year and use this to track total organization training hours to ensure that we are supporting their continued professional education.

- **EMPLOYEE VALUE OR TRUST** - we will conduct a trust survey each year with employees to understand their level of trust in the organization and to obtain their written feedback to ensure we are achieving our long term result.

- **TALENT MANAGEMENT** - we will evaluate the performance and potential of our employees using a performance management system.

PARENTS/STUDENTS

- **PARENT NET PROMOTER SCORE** - On at least a quarterly basis, we will provide parents with a question that asks “On a scale of 1 to 10, would you recommend our school to someone that does not currently attend?” We will also ask for comments from parents to explain their rating and use this metric to ensure we are achieving our long term result.

- **STANDARDIZED TEST SCORES** - We will track these scores and benchmark them against other schools to make sure we are continuing to provide academic excellence.

- **POST SECONDARY PLANS** - we will survey graduating seniors to understand their post secondary plans and will evaluate if our curriculum and programming are meeting the post secondary needs of our students.

STAKEHOLDERS

- **FOUNDATION SIZE** - Our foundation supports the operating budget of our schools on an annual basis based on a percentage of the assets of the foundation. Therefore, the higher the value of the Foundation’s assets the more the foundation can contribute to the operating budget of the school and provide financially sustainable support.

- **ALUMNI ENGAGEMENT** - We plan to track the engagement and financial support of alumni by graduating year to develop plans to recognize and engage them more.

- **VOLUNTEER HOURS** - Our parents, students, and employees volunteer their time and talents. We want to track these hours so that we can use this information to market and promote the volunteer stories.
ENROLLMENT
We will track enrollment to build an annual budget and future forecast and to monitor progress and trend towards our long term goal.

NON-TUITION REVENUE
We will track non-tuition revenue to monitor progress and trends related to our financial sustainability long term goal.

REVENUE PER STUDENT
This metric will be compared against cost per student to understand variances, trends, and pricing decisions.

COST PER STUDENT
This metric will be compared against revenue per student to understand variances, trends, and any pricing decisions.

FIXED COSTS
We will track fixed costs so that we can calculate break-even revenue and the investments being made back into the schools.

# OF COMMUNITY PEOPLE SERVED
We will track the hours that our students spend serving the community.

POSITIVE CASH FLOW
We will monitor operating cash flow to ensure that we are achieving our long term result.

DEEPPENED FAITH AND LEARNING
We will track the number of deepened faith and learning programs we implement to ensure we are achieving our long term result.

OVERALL METRICS
#1) Why does GCCS have a strategic plan?
The board and administration decided to create a strategic plan for GCCS as a part of the merger between
Grandville Christian School and Calvin Christian Schools. GCCS committed to a timeline for creating a strategic
plan through the CSI Accreditation process.

#2) What period does this strategic plan cover?
This strategic plan covers the next three school years: 2020 to 2023.

#3) Can this plan change?
Yes, the plan can be amended over time due to internal and/or external factors. Once approved, it will be
reviewed on an annual basis by the GCCS Board and Administration before the beginning of each school year.

#4) How was this strategic plan developed?
The Board and Administration developed and revised this plan over the course of two years in collaboration with
faculty, staff, and parents. The format of the plan came from the book *Scaling Up*, by Vern Harnish.

#5) How do faculty and staff impact this strategic plan?
Staff and faculty will play a vital role in implementing the strategic plan by developing individual goals, each year,
that will align with the strategic plan.

#6) How do parents get involved in this strategic plan?
Parents will play a vital role in implementing the strategic plan by committing time and resources to different
areas such as volunteering for a parent organizations like Athletic Boosters or joining a committee like the
Financial Sustainability Committee or Capital Campaign Committee.

#7) How will progress be communicated?
Depending on the metric, progress will be communicated on a quarterly or biannual basis to the GCCS
community. Other ongoing communications will also reference the strategic plan.

#8) What does deepened faith and learning programs mean?
Deepened faith and learning programs are unique educational opportunities that allow students to deepen their
learning and faith experience by connecting the curriculum to the world outside of the classroom. Some current
examples include Spanish Immersion and Ambassador High.

#9) How is this plan impacted by hiring a new Head of School?
The new Head of School will implement the Board’s Strategic Plan and will be actively involved in the ongoing
review and revision process.

#10) Will parents be able to provide feedback beyond the parent satisfaction survey?
Parents will be provided with a yearly Parent Satisfaction survey where they will be asked whether they would
recommend the school to other families. We also encourage and value ongoing feedback from our parents.

#11) If I have any questions about the Strategic Plan, who should I contact?
You can go to the GCCS contact page at [https://www.gosquires.org/contact/](https://www.gosquires.org/contact/) to reach any
of the administrators.
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