



TRAVERSE CITY CHRISTIAN SCHOOL

## Strategic Planning Report November, 2015

Part 1: Purpose Statement

Part 2: Core Values Statement

Part 3: Strategic Objectives: 2016-2020

Addendum: Results of Sessions 3 and 4 of the  
Community Input Process

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## TRAVERSE CITY CHRISTIAN SCHOOL

### Part 1: Our Purpose

Glorifying God,  
Partnering With Parents and  
Equipping Students to  
Transform the World for Jesus Christ

- **Glorifying God:** This is both *what* we do and *why* we do it. We are committed to glorify God both in chapel and in how we teach and learn. We honor our creator in Bible class and in all classes. When we speak of truth, we are referring to God's truth. Through the power of his Spirit and his Word, we intend to glorify God by transforming the world for Jesus Christ.
- **Partnering With Parents:** Research consistently shows *the most important factor* in high achieving schools is parental support of the educational mission. We are a seamless community of believers committed to the wholeness and wellbeing of all our children *and* adults, whether students or staff. Our children experience a consistent moral and spiritual message from the home, the church and the school. Our most obvious differentiator, the factor that contributes more to the distinctiveness and success of TCCS than any other, is that we live our mission together, within a genuine Christian community.
- **Equipping Students:** It is exciting to see the consistently high results on our yearly Terra Nova standardized testing. While we certainly are pleased with these results, our motivation for equipping our students goes well beyond academic achievement. It comes right out of scripture itself. *"Whatever you do, work at it with all your heart, as working for the Lord,..." Colossians 3:23* As a Christian school we are continually seeking excellence in all aspects of education.  
But there is another factor to excellence. We at TCCS are called to examine all things in light of Colossians 2:3, where we read that in Christ *'are hidden all the treasures of wisdom and knowledge.'* We at TCCS consider carefully the question, "How can we, or any school, be excellent unless we honor Colossians 2:3 in all subject areas? It is a privilege to strive for true excellence by recognizing the kingship of Jesus over all things!
- **Transform the World for Jesus Christ:** We realize that the world in which our children are living is most often very different from our intentional Christian community in which we nurture them. We are called not only to prepare our children for this world but also to teach them to live to transform their world for Christ. In this way we honor the prayer, "Your kingdom come, on earth as it is in heaven."



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### Part 2: Our Core Values

1. **Biblical Worldview:** At TCCS we value seeing life through the lens of scriptural truth and living accordingly. We acknowledge the sovereignty of God over every aspect of creation, seeking to proclaim God's truth by how we live, learn, and teach. We address the fallen-ness of humanity and the broken-ness of creation by directly addressing their effects on life as God intended it to be. We do not avoid difficult issues; we teach biblical discernment.
2. **Academic Excellence:** We value high academic standards for our students, cultivating each child's potential capacity as an image-bearer of God. We provide educational excellence for each student within a safe and loving environment.
3. **Authentic Biblical Community:** TCCS is a faith-infused community. Our faith is passionate and the Spirit is alive among us. We lovingly hold each other accountable to the core values stated here. We demonstrate unwavering support to our fellow community members in upholding these same values.
4. **Christ-like Character Development:** At TCCS we value expressions of biblical compassion toward everyone. We passionately desire to learn and grow as disciples who seek to be like Jesus. We seek to develop servant leadership in every member of our community, and live to glorify and honor the creator.
5. **Whole Child Emphasis:** We value each child as a unique workmanship of God himself. We development the wholeness of each child's character, academic progress, effort, physical abilities and artistic expression.



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### Part 3: TCCS Strategic Objectives: 2016-2020

#### A. Eliminate current TCCS Debt (approximately \$975,000)

1. Task force core group: Development Team
2. Some details: The development team is tasked to raise funds to eliminate the debt *in addition* to those funds necessary to close the operating fund gap.

#### B. Increase academic opportunities for TCCS students, including integration of technology into instruction.

1. Task force core group: Education Committee
2. Some details: The Education Committee is asked to seek additional personnel to address issues including additional credits required for graduation, increasing opportunities in the arts and athletics, and technology integration.
3. Suggested SMART Goals from Session 4 include:
  - a) By 2018 graduation credit requirements will be increased by 1 and by 2020 the requirement will be increased by 2.
  - b) Increase academic electives for 2016-17 school year.
  - c) Create a task force to evaluate the feasibility of college credit for classes we teach. Look at honors program and AP classes.
  - d) By the end of 2016, a tech advancement team will have a K-12 curriculum in writing and implemented by 2017.
  - e) By the end of 2016, a tech advancement team will have a K-12 technology usage policy in writing and implemented.
  - f) The tech advancement team will have researched and proposed a plan to equip each classroom with necessary equipment to implement the tech curriculum and current academic curriculum by the end of 2017.

#### C. Expand the current TCCS facility.

1. Task force core group: Board members are calling four community members to seek their assistance
2. Some details: While the planning phase can begin immediately, actual building expansion is contingent on eliminating the current TCCS debt.
3. Suggested SMART Goals from Session 4 include:
  - a) Develop a facility maintenance plan by December 31, 2015 to address maintenance repair / replacement of the facility. (i.e. boilers, carpet, gym floor, ceilings)
  - b) By the summer of 2016, have a master plan written that addresses facility expansion. First action step: create focus groups to seek input from internal stakeholders by March 1, 2016.
  - c) By the end of the 2018 school year, we will have phase 1 of the master plan completed.
  - d) By the end of 2020 school year, we will have phase 2 of the master plan completed.



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### Addendum: Results of Sessions 3 and 4 of the Community Input Process

Please find below the **SMART Goals** written for each proposed strategic objective at Session 4, held on October 22, 2015. Included in this report are results from Session 3.

#### **Expand Facility**

Red X 4	Yellow X 3	Green X 2	Blue X 1	Total
13 (52)	3 (9)	8 (16)	4	81

Original phrases under this rubric include: increase resources for special needs / facilities; bricks and mortar / aud. and rooms for staff area; facility expansion; expand facility.

#### SMART Goals:

- 1) Develop a facility maintenance plan by December 31, 2015 to address maintenance repair / replacement of the facility. (i.e. boilers, carpet, gym floor, ceilings)
- 2) By the summer of 2016, have a master plan written that addresses facility expansion. First action step: create focus groups to seek input from internal stakeholders by March 1, 2016.
- 3) By the end of the 2018 school year, we will have phase 1 of the master plan completed.
- 4) By the end of 2020 school year, we will have phase 2 of the master plan completed.

#### **Increase Enrollment**

Red X 4	Yellow X 3	Green X 2	Blue X 1	Total
11 (44)	5 (15)	4 (8)	3	70

Original phrases under this rubric include: increased enrollment; retention of MS to HS; increase student body = academic options / staff; student retention and growth.

Comments written by participants: a. Since recruitment / enrollment is an annual and perpetual process the over all goal is to enlist enough new students to allow the school to operate at an efficient economy of scale. B. The recruitment of a full pre-K and K annually seems a key to help this. Then annually the focus will need to be tailored as best as possible to enlist / return those classes that have room (availability). C. 3 components: embrace the concept (vision), enter the door (new to TCCS), stay to the end (Be part of the community).



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### Increase Academic Opportunities

Red X 4	Yellow X 3	Green X 2	Blue X 1	Total
6 (24)	8 (24)	10 (20)	2	70

Original phrases under this rubric include: renewed emphasis on the arts; expand and increase athletic program; schedule flexibility / options for kids; in-house specials to expand fine arts and athletics; expand science / arts program; improve college prep opportunities.

#### SMART Goals

- 1) By 2018 graduation credit requirements will be increased by 1 and by 2020 the requirement will be increased by 2.
- 2) Increase academic electives for 2016-17 school year.
- 3) Create a task force to evaluate the feasibility of college credit for classes we teach. Look at honors program and AP classes.

### Service to Community

Red X 4	Yellow X 3	Green X 2	Blue X 1	Total
3 (12)	5 (15)	9 (27)	5	59

Original phrases under this rubric include: increase service in the community to bless and enrich TC; community outreach / service; life giving presence in the community

#### SMART Goals

- 1) By the end of the 2015-16 school year, have a coordinator (volunteer or team) to find opportunities and oversee and coordinate community service.
- 2) By the end of 2016-17 year, have a regular rotation of community service projects in which one group goes every month. (Not every student every month.)
- 3) By the end of the 2016-17 school year, have a plan for each group to do one service project that is connected to the curriculum in the 2017-18 school year, and then continue this year-to-year.

### Technology Integration

Red X 4	Yellow X 3	Green X 2	Blue X 1	Total
9 (36)	5 (15)	2 (4)	2	57

Original phrases under this rubric include: technology (wireless / computers, students); technology advancement school-wide; technology 1 to 1 with support.

#### SMART Goals

- 1) By the end of 2016, a tech advancement team will have a K-12 curriculum in writing and implemented by 2017.



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- 2) By the end of 2016, a tech advancement team will have a K-12 technology usage policy in writing and implemented.
- 3) The tech advancement team will have researched and proposed a plan to equip each classroom with necessary equipment to implement the tech curriculum and current academic curriculum by the end of 2017.

### **Increase Community Support**

Red X 4	Yellow X 3	Green X 2	Blue X 1	Total
3 (12)	9 (27)	6 (12)	6	57

Original phrases under this rubric include: increased community (parental) commitment to Christian education; raise awareness of our school; increase endowment to allow families who can't afford to send their kids to do so; increase tuition assistance through church and community support.

#### SMART Goals

- 1) Churches: By fall 2016, we will reach out to 10 churches to promote TCCS.
- 2) Business: By fall 2016, we will reach out to 10 area businesses to raise awareness of our school.
- 3) Communication: By fall 2016, initiate 5 new media contacts to introduce them to TCCS and our mission.

### **Special Education / Needs**

Red X 4	Yellow X 3	Green X 2	Blue X 1	Total
2 (8)	6 (18)	1 (2)	8	36

Original phrases under this rubric include: increase resources for special needs; special education.

#### SMART Goals

- 1) By the end of 2015-16, improve the clarity of the enrollment form so that we know 100% of new students that already have IEP's or modifications in place.
- 2) By the end of 2016-17 establish a special needs team to research and develop an appropriate slow growth roll-out plan for enrollment.
- 3) By the start of 2016-17, have a system (and train staff how to use it) to improve communications between classes and aides.
- 4) By the end of 2017-18 have ONE special ed. Certified teacher on staff and provide training for all general education teachers to be more equipped to meet needs.



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### Wise Financial Planning / Fiscal Strength

Red X 4	Yellow X 3	Green X 2	Blue X 1	Total
1 (4)	5 (15)	4 (8)	9	36

Original phrases under this rubric include: excellent education in a cost-effective way;

#### SMART Goals

- 1) Eliminate 100% debt by end of fiscal 2018 and establish debt policy by March 2016
- 2) Create operating reserve fund by 2020 for 10% (\$30,000) of current operating fund
- 3) Salaries consistent to CSI scale by 2020; survey studies by March 2016
- 4) Policy for scholarship fund by March 2016; maintain such a fund by 2017—not to exceed TBD % by 2017

