

Strategic Plan 2021-2022

Vision
Accepting Christ's invitation to live for renewal

Values
Encouraging to be Christ Followers - Fostering a relationship with Jesus Christ - Caring deeply for our students - valuing parents as full partners - participating in the world wide story by working for renewal

Mission
Responding to God's grace, ECS challenges students, through Christ centered education, to actively play their role in God's story

Priorities	Strategies	Indicators of Success
<p>CHRISTIAN PROGRAMMING Provide ongoing support for the development and improvement of Christian Programming</p>	<ul style="list-style-type: none"> • Continue to develop TFT with specific emphasis on developing Formational Learning Experiences <ul style="list-style-type: none"> ◦ <i>Support the development of Christian pedagogy by providing \$210,000 for professional development i.e. teacher's convention, deeper learning support, conferences, substitute teaching time, continuing our membership in PCCE and CSI.</i> ◦ <i>Provide for teachers 1 day each for professional development in working to develop either the new bible curriculum or Formational Learning Experiences.</i> • Continued implementation of the new Bible program • Continued implementation of restorative practices <ul style="list-style-type: none"> ◦ <i>Provide training and support resources to schools, focussing on new staff who have not received RP training yet & provide "refresher" training if desired</i> • Continued emphasis on faith formation <ul style="list-style-type: none"> ◦ <i>Pastoral Care Leaders in each campus connecting with and supporting students, teachers and families</i> ◦ <i>Formational learning activities connected to curriculum</i> ◦ <i>Pursue partnerships with churches, youth pastors and other Christian agencies</i> 	<ul style="list-style-type: none"> • Participation in Christian PD events by all teaching staff • Development and implementation of FLEX projects across all three campuses • Creation of a Bible scope and sequence K-9 • Restorative practice strategies are used regularly to build and strengthen community as reported by the Leadership team • Daily prayer & devotions, corporate worship opportunities (chapels, guest speakers) • Survey results (tool tbd) • Anecdotal evidence

<p>COMMUNITY & CULTURE Foster relationships and build community</p>	<ul style="list-style-type: none"> ● Clear communications with our community <ul style="list-style-type: none"> ○ Have regular postings on Social media communicating school information and telling the story of ECS, distribute 5 pathways, and keep parents and stakeholders apprised of important goings on. ● Emphasis on being a community where all “parts of the body” are valued and included <ul style="list-style-type: none"> ○ <i>Mental Health Therapist supporting all 3 campuses (2 days a week at NE & West; 1 day/wk at the High School)</i> ● Continued focus on consistent branding and “telling our story” <ul style="list-style-type: none"> ○ <i>Promotion of appropriately branded “school gear” on the ESCE Store</i> ○ <i>Creation of “Story Walls” for each campus</i> ○ <i>Taking advantage of opportunities to “share our story” and promote our brand</i> ● Host community events ● Foster alumni relations ● Create a culture of constant improvement <ul style="list-style-type: none"> ○ <i>During the 2021-22 school year, pilot and evaluate new survey tools to choose a tool to use moving forward that will help us determine how close we are to what we think good looks like.</i> <ul style="list-style-type: none"> ■ <i>Implement the best survey tool on annual basis moving forward</i> ○ <i>Implement an annual stakeholder review of survey data, and subsequently feed forward survey findings into a strategic planning process, in order to drive constant improvement</i> ○ <i>Implement systems and practices to surface issues “before it’s too late”</i> <ul style="list-style-type: none"> ■ <i>New family & mid-year check ins</i> 	<ul style="list-style-type: none"> ● Survey results (tool tbd) ● Social Media “click rate” ● Survey results (tool tbd) ● Anecdotal evidence ● The “old” logo is no longer visible in schools, on Society or school materials ● Marketing plan contains strategies for brand promotion and branding ● Auction, Golf Tournament and other community events are held once it is safe to gather again ● Plan to connect and engage with alumni is developed and executed ● Alumni involvement and donations increase annually ● Survey tool is selected and implemented ● Annual stakeholder review and communication process ● Findings and recommendations from the survey are reflected in subsequent strategic plans ● 100% of families are reached out to during the
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	<ul style="list-style-type: none"> ● Continued focus on admissions and retention ● Emphasis on clearly communicating the history, mission, vision and core values of the Society to parents, staff, and other stakeholders <ul style="list-style-type: none"> ○ <i>Embedding key messages in new family orientation meetings, new board member orientation meetings, and as a part of hiring and onboarding new staff members. Periodic reminders to long term staff will also be provided.</i> 	<p>school year to check in and gauge satisfaction</p> <ul style="list-style-type: none"> ● Survey results (tool tbd) ● An increased understanding of who we are and what we are all about at ECS
<p>STEWARDSHIP RESOURCES Stewardly management of Society resources</p> <ul style="list-style-type: none"> ○ finances ○ facilities ○ (ESCE) personnel 	<ul style="list-style-type: none"> ● Ensure fiscal sustainability <ul style="list-style-type: none"> ○ Review fee schedules for preschool programs and K-12 annually ● Fundraising and development <ul style="list-style-type: none"> ○ <i>CSS & planned estate giving</i> ○ <i>Community fundraising event</i> ○ <i>Christian Program Fee Subsidy fund</i> ● Wrap up West School Building project <ul style="list-style-type: none"> ○ <i>Move forward with the demolition of the McQueen campus and with the redevelopment of the playground at west</i> ● Use new maintenance tracking system (HIPPO) for long term planning and to ensure timely, scheduled maintenance is performed ● Move forward with plans to redevelop the grounds at Northeast school ● Ensure clear, consistent HR systems, practices and procedures are in place <ul style="list-style-type: none"> ○ Annual job description reviews, performance reviews and salary reviews 	<ul style="list-style-type: none"> ● Ending the year in a neutral/slight surplus cash position ● Fees are keeping pace with society expenses and with other, similar organizations ● Positive donor retention rates, donor lifetime value, average gift size, recurring gift percentage, donation growth rate ● The McQueen site has been demolished and is ready for redevelopment ● Annual development of a maintenance plan projecting maintenance and major projects for 1, 3, & 5 years into the future by February 1 ● Completion of the site redevelopment plan and the initiation of the capital campaign to fund the project ● An updated staff handbook, complete with applicable policies and procedures will be developed by June 2023 ● Scheduled, annual performance reviews and salary reviews are completed by February 1 each year