

A S T R A T E G I C P E R S P E C T I V E



DENVER CHRISTIAN
SCHOOLS

Inspired Equipped Engaged

VISION 2016

*A Rich Heritage
An Exceptional Identity
A Vibrant Future*

INSPIRED – *Dreaming God's Dreams*

Excited to learn
Determined to excel
Eager to serve

EQUIPPED – *Learning God's Truth*

Academically prepared
Personally and culturally aware
Spiritually discerning

ENGAGED – *Doing God's Work*

Attentive to others
Alert to God's call
Serious about change

DCS Vision 2016 Goals

STRATEGIC AREA OF FOCUS 1: **IDENTITY**

DCS Provides An Intentionally Reformed Education That Fosters A Complete World And Life View

VISION 2016 GOAL:

Survey results show that most of the DCS community members are able to understand, articulate and promote the IEE (Inspired, Equipped, Engaged) identity.

STRATEGIC AREA OF FOCUS 2: **ACADEMICS**

DCS Provides An Excellent And Distinctive, Christ-Centered Education, Focused On Essential Student Outcomes

VISION 2016 GOAL:

Essential student outcomes, for all grades, are defined and embraced by all faculty members and assessment of student learning will show that at least eighty percent of our students are achieving these outcomes.

STRATEGIC AREA OF FOCUS 3: **INDIVIDUALITY**

DCS Enables Each Student And Staff Member To Understand, Value And Develop Their Uniqueness

VISION 2016 GOAL:

Portfolios exist for every student and every staff member. A comprehensive and systematic method of honoring student and staff uniqueness is used broadly and consistently.

STRATEGIC AREA OF FOCUS 4: **COMMUNITY**

DCS Identifies And Addresses The Needs Of Individuals And Our Community Through Consideration And Acts Of Service

VISION 2016 GOAL:

A comprehensive plan enables students and staff members to engage in service which is a natural extension of the DCS Guiding Principles and which is a transformational activity.

STRATEGIC AREA OF FOCUS 5: **COMMUNICATION**

DCS Relates To Its Staff, Students, Parents, Alumni, Society And The Larger Community With Authenticity And Transparency

VISION 2016 GOAL:

Survey results show that most of members of the DCS community indicate that they are well informed across a broad spectrum of organizational and individual issues and that they are enfolded as valued partners.

DCS Strategic Plan 2011-2012

STRATEGIC AREA OF FOCUS 1: **IDENTITY**

DCS Provides An Intentionally Reformed Education That Fosters A Complete World And Life View

Objective 1-1: Build and sustain a thorough understanding of and commitment to the Guiding Principles

Objective 1-2: Gain an understanding of childhood and adolescent spiritual development and implications for academic practice

Objective 1-3: Ensure that our brand is developed and used extensively to explain our world and life view

Objective 1-4: Nurture a faculty consensus of the value of community as it relates to comprehensive education

Objective 1-5: Develop paths for appropriate volunteerism and encourage, assist, and celebrate the work of volunteers

Objective 1-6: Plan for a 100-year anniversary that celebrates DCS identity, successes and future

STRATEGIC AREA OF FOCUS 2: **ACADEMICS**

DCS Provides An Excellent And Distinctive, Christ-Centered Education, Focused On Essential Student Outcomes

Objective 2-1: Identify, by discipline and grade level, essential student learning outcomes

Objective 2-2: Develop comprehensive, valid, and reliable systems of assessments of student learning

Objective 2-3: Develop and support an appropriate program for faculty professional development

Objective 2-4: Create guidelines and structures for parental involvement that support and enrich student learning

Objective 2-5: Reconceptualize the support services program to reach student needs at both ends of the learning curve

Objective 2-6: Implement a district-wide framework to guide differentiation in instruction and assessment

Objective 2-7: Implement strategies for communicating academic program strengths and weaknesses to the community

Objective 2-8: Develop strategies to move students and faculty toward a comprehensive culture that embraces learning

Objective 2-9: Create a preK-12 curriculum that contains a broader set of academic choices

Objective 2-10: Develop the position for a full-time director of academics and recruit and hire a highly qualified applicant

STRATEGIC AREA OF FOCUS 3: **INDIVIDUALITY**

DCS Enables Each Student And Staff Member To Understand, Value And Develop Their Uniqueness

Objective 3-1: Create, maintain, and use student portfolios to recognize, celebrate and foster unique personal qualities

Objective 3-2: Identify and catalogue extracurricular activity opportunities and describe contribution to student uniqueness

Objective 3-3: Acknowledge and celebrate faculty initiatives and successes that match student characteristics with instructional services

Objective 3-4: Create exciting ways to honor individual academic achievements

Objective 3-5: Promote activities in the broad community that enhance appreciation for and development of student uniqueness's

STRATEGIC AREA OF FOCUS 4: **COMMUNITY**

DCS Identifies And Addresses The Needs Of Individuals And Our Community Through Consideration And Acts Of Service

Objective 4-1: Identify obstacles that prevent qualified families from enrolling and take reasonable steps to address them

Objective 4-2: Build community at each campus and among campuses to support establishing and maintaining the DCS identity

Objective 4-3: Build and implement a vision of service based on our guiding principle of engagement

Objective 4-4: Encourage, monitor and support volunteer organizations that enable the development of a sustainable community

Objective 4-5: Create and implement a comprehensive system that welcomes new families and sustains relational bridges when families leave

Objective 4-6: Sustain a regular and systematic survey (PSRS) that measures product and service satisfaction

STRATEGIC AREA OF FOCUS 5: **COMMUNICATION**

DCS Relates To Its Staff, Students, Parents, Alumni, Society And The Larger Community With Authenticity And Transparency

Objective 5-1: Develop and implement a communication plan which addresses sources, audiences, messages, mediums, frequencies

Objective 5-2: Redesign the website and create an effective maintenance and improvement process

Objective 5-3: Identify and implement management software to meet operational and developmental needs

Objective 5-4: Hold regular town-hall meetings at various venues that enable authentic communication between all DCS partners

STRATEGIC AREA OF FOCUS 6: MARKETING

DCS Tells Its Rich And Deep Institutional Story Broadly With Clarity

VISION 2016 GOAL:

Surveys show that a majority of members of the DCS and the non-DCS communities are aware that DCS provides an educationally excellent experience that is distinctively different and highly respected.

STRATEGIC AREA OF FOCUS 7: ENROLLMENT

DCS Enrolls Appropriate Students Using A Process That Is Clear, Inclusive And Professional

VISION 2016 GOAL:

DCS students sustain enrollment at a rate that exceeds that of similar regional private schools and waiting lists exist for eighty percent of all classes.

STRATEGIC AREA OF FOCUS 8 : PERSONNEL

DCS Employs The Finest Staff Available, Expects And Supports Professional Advancement, And Values Accountability

VISION 2016 GOAL:

Internal survey results show that most staff members embrace and utilize accountability practices and are highly motivated by their personal professional improvement plans.

STRATEGIC AREA OF FOCUS 9: TECHNOLOGY

DCS Obtains And Uses The Best Academic And Administrative Technology Available

VISION 2016 GOAL:

Audit reports show that the technology hardware and support systems are used effectively, are in the top quartile when compared to competitive organizations, and are deployed to meet student and staff needs.

STRATEGIC AREA OF FOCUS 10: FINANCES

DCS Ensures Its Financial Stability Through Careful Planning And Budget Processes That Are Reasonable And Maintainable

VISION 2016 GOAL:

The budget is cost-based, fundraising exceeds expectations, scholarship and tuition aid opportunities are rich and deep, employees are competitively compensated, and facilities are excellent.

STRATEGIC AREA OF FOCUS 6: MARKETING

DCS Tells Its Rich And Deep Institutional Story Broadly With Clarity

Objective 6-1: Formalize the role of marketing and establish a centralized marketing function

Objective 6-2: Leverage the brand to tell the institutional story internally and externally

Objective 6-3: Use the website to build "promoters" and attract the attention of non-society members

Objective 6-4: Identify and explain the across-all-sectors successes of our graduates

Objective 6-5: Identify and explain the academic and extracurricular achievements by current students

Objective 6-6: Create new marketing materials that tell the school story effectively

Objective 6-7: Prepare staff to support retention by telling the school story effectively

STRATEGIC AREA OF FOCUS 7: ENROLLMENT

DCS Enrolls Appropriate Students Using A Process That Is Clear, Inclusive And Professional

Objective 7-1: Compare and contrast the identities of competing schools to identify and explain the DCS distinctiveness

Objective 7-2: Identify the range of academic and social identities of students who are best served by DCS

Objective 7-3: Identify families who are promoters and utilize them within strategies that positively influence enrollment

Objective 7-4: Identify retention strategies to keep well-served students in DCS

Objective 7-5: Analyze and improve procedures for tracking and managing the enrollment process from inquiry to closing

Objective 7-6: Develop and implement plans and systems to increase enrollment closing rates

Objective 7-7: Identify and address, by campus and instructional levels, factors that affect enrollment

Objective 7-8: Determine and reach, by grade and campus, optimal enrollment numbers

STRATEGIC AREA OF FOCUS 8 : PERSONNEL

DCS Employs The Finest Staff Available, Expects And Supports Professional Advancement, And Values Accountability

Objective 8-1: Ensure complete and thorough job descriptions for every staff position

Objective 8-2: Create a process for recruiting and maintaining highest quality applicants representing diverse ethnicity and culture

Objective 8-3: Create and implement a comprehensive evidence-gathering evaluation procedure for each employee

Objective 8-4: Ensure that all personnel create and achieve personal annual professional growth goals

Objective 8-5: Write, document and maintain annual performance reviews for all staff members

Objective 8-6: Develop and implement policies and procedures to support staff professional advancement

Objective 8-7: Develop best practices around recognizing and honoring exemplary staff members

Objective 8-8: Develop best practices to mentor and support marginal staff members

STRATEGIC AREA OF FOCUS 9: TECHNOLOGY

DCS Obtains And Uses The Best Academic And Administrative Technology Available

Objective 9-1: Conduct a comprehensive annual technology audit and use recommendations to maintain a 3-year plan for growing technology capacity

Objective 9-2: Create a standing technology committee charged with overseeing technology uses and needs

Objective 9-3: Update and implement technology-related policies and procedures

Objective 9-4: Create and implement an aggressive staff development program to update/enhance academic and administrative uses of technology

STRATEGIC AREA OF FOCUS 10: FINANCES

DCS Ensures Its Financial Stability Through Careful Planning And Budget Processes That Are Reasonable And Maintainable

Objective 10-1: Create an annual budget that is cost-based (tuition revenues meet all operating expenses)

Objective 10-2: Examine and revise, as appropriate, policies/structures for employee compensation

Objective 10-3: Develop a comprehensive (3, 5 and 10-year) fundraising plan that supports tuition assistance and special projects

Objective 10-4: Explore new and expand existing not-tuition revenue sources

Objective 10-5: Develop a comprehensive plan for maintaining and developing current facilities

Objective 10-6: Develop a plan for replacing or supplementing current facilities that is based on valid studies of demographics, psychographics and projections of future enrollment

DCS Operating/Improvement Plan

I. IDENTITY

Tier A [December 2011]

Objective 1-1: Develop and implement internal processes and procedures that ensure that all staff internalize the IEE principles and regularly identify evidences of IEE voices, values, attitudes and actions.

Objective 1-3: Complete the branding roll-out as per the AABO timeline and ensure that the brand is used comprehensively on print materials, graphics and internet experiences.

Objective 1-3: Implement processes to ensure that our staff is growing a comprehensively customer-centric way of being.

Tier B [March 2012]

Objective 1-6: Create and monitor a steering committee that begins working on our 100-year anniversary event with a special focus on celebrating our strong identity and our vibrant future.

II. ACADEMICS

Tier A [December 2011]

Objective 2-7: Develop and implement strategies for communicating academic strengths and student achievements to the community.

Objective 2-8: Develop strategies to move students and faculty toward a comprehensive culture that embraces learning.

Objective 2-10: Develop the position for a full-time director of academics and recruit a highly qualified applicant.

Tier B [March 2012]

Objective 2: Develop and support a school-wide system for faculty professional development.

Tier C [June 2012]

Objective 2-1: Review, update, approve and implement recommendations from the spring 2011 technology, mathematics, and science curriculum review teams.

Objective 2-1: Review the writing and Bible curricula and develop recommendations to ensure its improvement and implementation. (LYNDA)

Objective 2-1/9: Redesign the high school curriculum and develop schedules, materials, and procedures required for its full implementation in fall, 2012.

Objective 2-2: Analyze current standardized testing procedures and results, and develop a three-year plan for tracking, assessing, responding to, and describing/communicating student learning.

Objective 2-2: Identify and prepare to implement one new academic assessment tool for each grade.

Objective 2-5/6: Develop and implement a school-wide framework to guide differentiation in instruction and assessment, including recommendations for restructuring the support services program to meet student needs at both ends of the learning curve.

III. INDIVIDUALITY

Tier A [December 2011]

Objective 3-1: Review, update, and implement the student portfolio system developed and tested during spring 2011.

Tier B [March 2012]

Objective 3-4 (Objective 2-8): Create exciting ways to honor individual achievements.

IV. COMMUNITY

Tier A [December 2011]

Objective 4-5: Develop policy and procedure that ensure best practices which solidify relationships with new families and sustain relationships with exiting families.

Tier B [March 2012]

Objective 4-3: Develop an educational policy for service, both within and outside the school community, which ensures service as a function of IEE and grounds it in educational advancement.

Tier C [June 2012]

Objective 4-6: Conduct the annual (PSRS) survey in the spring of each academic year, analyze the results, communicate the results to the board and to the society, and use the results to influence annual improvement plans.

Objective 4-6: Ensure that the PSRS results show that, at a campus level, the percent of non-promoters decreases by ten percent annually.

V. COMMUNICATION

Tier A [December 2011]

Objective 5-1: Develop and implement a communication plan that addresses sources, audiences, messages, mediums, and frequencies.

Objective 5-2: Redesign the Web site and create an effective maintenance and improvement process.

Objective 5-4: Hold regular town-hall meetings at various venues that enable and encourage authentic communication among all DCS partners.

Tier B [March 2012]

Objective 5-3: Identify management software to meet operational and developmental needs, and develop a three-year plan for acquisition and implementation.

Tier C [June 2012]

Objective 5-1: Evaluate current procedures for communicating with alumni, organize and update existing alumni information, and identify and implement procedures for improving/expanding communication with and record-keeping about alumni.

VI. MARKETING

Tier A [December 2011]

Objective 6-3: Develop and implement strategies for communicating academic program strengths and student academic achievements to the community.

Objective 6-4 (Objective 2-7): Develop and implement a plan to understand and share the extraordinary ways in which graduates are engaged in the world.

Objective 6-5: Develop and implement a plan that provides for regular and meaningful ways to celebrate academic and personal achievements of current students.

Objective 6-7: Equip faculty to intervene in student school-choice discussions and have the resources to effectively promote DCS-as-school-of-choice.

VII. ENROLLMENT

Tier A [December 2011]

Objective 7-2: Use survey results and staff discussions to identify and share the characteristics of students who are best served by the school.

Objective 7-4: Develop and implement strategies that can be used at the school and the campus levels to encourage retention of well-fitted students.

Objective 7-5: Create a director-of-enrollment positional function and responsibility that oversees the entire enrollment process and ensures that prospective families are provided the information and attention that support best enrollment decision-making.

Objective 7-6: Ensure that enrollment non-closing rates decrease by ten percent annually.

VIII. PERSONNEL

Tier B [March 2012]

Objective 8-1: Ensure complete and thorough job descriptions for every staff position.

Objective 8-3: Develop a Web-based evidence-gathering site with attendant processes and procedures to ensure that each employee is reviewed by at least four sets of peripheral personnel groups.

Tier C [June 2012]

Objective 8-4: Ensure that all personnel create and achieve personal annual professional growth goals.

Objective 8-5: Create a system of performance review that ensures that 1) each employee sets annual goals and receives information about and reflects on his/her performance annually, and 2) each employee is evaluated by his/her supervisor and his/her personnel file is updated regularly.

IX. TECHNOLOGY

Tier A [December 2011]

Objective 9-1: Complete a comprehensive technology audit and create a three-year plan for upgrading technology-related capacity.

Objective 9-2: Create and monitor a standing committee charged with overseeing technology uses and needs.

Tier B [March 2012]

Objective 9-3: Update and implement comprehensive policies and procedures related to technology use and acquisition.

Tier C [June 2012]

Objective 9-4: Create and implement an aggressive staff development program to update/enhance academic and administrative uses of technology.

X. FINANCES

Tier A [December 2011]

Objective 10-3: Ensure that the Foundation develops and assumes a new and comprehensive fundraising responsibility for the school and the Foundation.

Objective 10-4: Identify at least three new and significant fundraising opportunities.

Tier B [March 2012]

Objective 10-1: Ensure that the 2012-2013 budget is cost-based.

Objective 10-2: Develop a four-year plan for moving employee compensation toward a competitive position.

Additional Objectives:

Tier A [December 2012]

Objective A-1: Write a policy manual that meets current operational requirements and enhances the opportunity to exceed the Board Ends Policies.