

TEMPLE CHRISTIAN SCHOOL



# ASPIRING FOR EXCELLENCE THROUGH 2025



## SCHOOL IMPROVEMENT PLAN

Fall 2020 through Spring 2025

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## **ASPIRING FOR EXCELLENCE THROUGH 2025**

### **TEMPLE CHRISTIAN SCHOOL IMPROVEMENT PLAN**

**September 1, 2020 through August 31, 2025**

Temple Christian School's "Aspiring For Excellence Through 2025" School Improvement Plan codifies the School's Mission, Vision, Core Values, and Expected Student Outcomes. This roadmap defines who the school is, where the school is, and where the school is going for the next five years to the glory of God.

The plan is a living document developed by the school's leadership team and its stakeholders: Board, faculty, staff, parents, and students. It will be continuously evaluated, monitored, managed, edited, and expanded to adhere to its ministry statements, ensure student learning, fulfill expected student outcomes, and assure school effectiveness and efficiency.

The "Aspiring for Excellence Through 2025" School Improvement Plan contains four strategies with multiple objectives that will require numerous action items for completion of each objective. Priorities and timelines will be developed annually. Strategy chairs and their committees will identify specific action plans for its objectives annually. All this will be under the direction of the Head of School, Neil Childs.

This is a five-year plan. While continuous improvement will be ongoing in all objectives of the plan, focus on select objectives and action plans will be determined each year. For 2020-2021, stakeholders have determined one to three objectives for each of the four strategies. The Strategy Chair and Committee will develop the details of the action items inclusive of cost and resources required.





## VISION STATEMENT

Temple Christian School is the school of choice for committed Christian families in Tarrant County who desire the best Biblical worldview education for their children.

## MISSION STATEMENT

Temple Christian School exists to inspire our students with the passion to learn, the courage to lead, and the commitment to serve through Biblical worldview education, so they may change the world with the power of the Gospel.



# CORE VALUES STATEMENT

## 1. TRUTH

- Scripture is the revealed Word of God and is taught as truth.
- God's Word is integrated into all aspects of the learning experience.
- All truth is God's truth.
- All are created in the image of God.
- All must confront sin and seek redemption.
- All know God as He is revealed in Christ and made present through the Holy Spirit.
- Students must have a personal relationship with Christ.
- Students are to live honestly and responsibly.
- Students are directed to fulfill God's plan for their lives.

## 2. EXCELLENCE

- TCS prepares students with a Biblical worldview in all academic disciplines.
- Understands the Christian mind should be the best mind, enlightened by the mind of Christ and one that integrates God's principles with academic pursuits.
- Emphasizes accurately interpreting God's Word.
- Masters communication skills.

- Shows proficiency in mathematics and science.
- Understands history and God's role.
- Appreciates literature and the arts.
- Reasons and thinks critically.
- Analyzes and appropriately uses information.
- Integrates faith and learning in all academic disciplines.
- Develops innovative curriculum and programs.
- Teaches Bible as an essential core subject in the academic curriculum.

## 3. EVANGELISM

- Emphasizes the importance of encouraging people to respond to the Gospel.
- Encourages students to disseminate the Gospel to as many people as possible.
- Believes the ultimate purpose in living is to know and glorify God and experience eternal life.
- Lives with an eternal perspective of a heaven and a hell.
- Begins with our school families and reaches beyond to the rest of the world.

## 4. SPIRITUAL FORMATION

- Learning experiences aim to enable students to reach their full potential in Christ.
- Deepens the walk of the students we serve.
- Trusts in God and becomes a person of character that pleases Him.
- Honest in word and deed.
- Respects authority and shows kindness one to another.
- Introduces the doctrines of Christ's Lordship, sin, repentance, forgiveness, and justification by faith.

- Encourages students and parents to live by God's standard of holiness and obedience.
- Encourages the school family in scriptural study and application of God's Word in all areas of life.
- Lives above reproach and inspire others to love one another.
- Becomes strong in character, rooted in God's Word, and fruitful in life.
- Makes disciples.
- Prepares for works of service.
- Develops an eternal view of life.
- Cultivates ability to think and processes information in the context of a Biblical worldview.
- Focuses teaching on providing programs and services appropriate for the student.
- Establishes awareness of the student's relationships and responsibility to society.
- Develops students spiritually, intellectually, socially, and physically through every curricular and co-curricular activity.

#### 5. CHRISTIAN LEADERSHIP

- Leadership from the Board, administration, faculty, and staff are committed to following Christ.
- Leadership teaches and leads from a Biblically integrated perspective.
- Leadership by the Board, administration, faculty, and staff models Christ in their leading and teaching.
- Leadership reflects and supports the school's vision, mission, core values, and expected student outcomes.
- Leadership lives before an all-seeing God and understands it is subject to public scrutiny.
- Leadership exhibits love, justice, humility, and service throughout the community.

- Leadership implements, in all cultural contexts, a thoroughly Biblical philosophy of Kingdom education.
- Leadership reflects Christlike sensitivity relevant to a diverse school community.
- Leadership seeks to be worthy of the trust that has been placed in the school by our parents.
- Leadership holds themselves to the highest standards of accountability.

#### 6. BIBLICAL WORLDVIEW ORIENTATION

- Kingdom education is a life-long, Bible-based, Christ-centered process.
- Its goal is to lead a child to Christ (salvation), build a child up in Christ (discipleship), and equip a child to serve Christ (ministry).
- It recognizes that the Bible is the foundation of all knowledge and must be integrated into education.
- It sees Jesus Christ as our authority and Lord of truth; He must have preeminence.
- It acknowledges the work of the Holy Spirit in our lives and the guidance He gives.
- It focuses on what God intends every child to be, for they are fearfully and wonderfully made (Psa. 119:14) and are creations in Christ Jesus (Eph. 2:10).
- It results in the formation of a worldview that is patterned after the worldview of one's teachers.
- It equips students to fulfill God's highest purpose for mankind, to glorify Him for life and eternity.
- It teaches students how to interact with the world.





VARSITY





# EXPECTED STUDENT OUTCOMES

## **PORTRAIT OF A TCS GRADUATE**

TCS desires to raise up a generation of Godly leaders that have a heart for God, a mind for truth, and a passion for the world. TCS desires that its students, upon graduation, are the next generation of Christian leaders that seek to impact our everchanging world (Vision) with the power of the Gospel. TCS graduates are Godly and inspired leaders that have a passion to learn, the courage to lead, and a commitment to serve with their God-given talents in the fulfillment of God's purpose for their lives (Mission). TCS graduates live their lives based upon truth, striving for excellence in all they do; living their lives above reproach so a lost and dying world can see Christ in them; and sharing the principles of Kingdom education to all they serve for the honor and glory of God (Core Values).

### **1. SERVICE: HEART FOR GOD AND OTHERS**

TCS desires to raise up a generation of Godly leaders who have a heart for God and others.

- Graduates who experience the love of Jesus Christ through example and teaching and to learn the importance of showing love to others (Luke 6:40, I Peter 4:8).

- Graduates who passionately love Jesus more than anything else in this world (Matthew 22:36).
- Graduates who show true character by their submissive hearts before Christ (Matt. 22:37, John 10:27).
- Graduates who express love for others as seen in their relationships (Rom. 12:10).
- Graduates who exhibit convictions as seen in their strong morals and ethics (Rom. 12:1-2).

### **Benchmarks**

- Graduates who have a visible and articulated testimony.
- Graduates who are engaged in church and youth group.
- Graduates who are engaged in spiritual growth activities.
- Graduates who seek to fulfill the Great Commission.
- Graduates who act appropriately.
- Graduates who seek to be just and equitable.
- Graduates who are peacemakers.
- Graduates who serve well in family, social group, teams, etc.

### **2. LEARN: A MIND FOR TRUTH**

TCS desires to raise up graduates who have a mind for Truth.

- Graduates whose lives are oriented on, and effectively represent, a Biblical worldview (Matt. 7:24-25).
- Graduates who have acquired the finest education attainable in a school whose expectations are constantly being increased (Jeremiah 29:11, Prov. 24:14).
- Graduates who participated in a wide variety of co-curricular opportunities conducted with attitudes and behavior that exalt Christ (Phil. 4:8-9, Phil. 2:5, Phi. 2:14, Rom. 15:5).



- Graduates who possess a well-developed intellect and love for life-long learning (Matt. 22:37, 2 Tim. 2:15).
- Graduates who utilize excellent written and verbal communication skills (Colossians 4:6).
- Graduates who exercise Godly wisdom in decision-making and problem solving (Psa. 111:10).

#### **Benchmarks**

- Graduates who articulate Biblical respect for all vocational callings.
- Graduates who have a working knowledge of Biblical theism and other worldviews.
- Graduates who learn across disciplines.
- Graduates who are proficient in transferring learning from one subject to another.
- Graduates who utilize higher order thinking skills.
- Graduates who have the ability to think logically.
- Graduates who can justify conclusions.
- Graduates who can evaluate a variety of problems.
- Graduates who utilize multiple strategies in problem solving.
- Graduates who utilize a variety of resources, including technology.
- Graduates who have the ability to develop thoughtful questions in problem solving.
- Graduates who give evidence of responsible stewardship of creation, life, time, and finances.

### **3. LEAD: A PASSION FOR THE WORLD**

TCS desires to raise up Godly leaders who have a passion for the world.

- Graduates who are equipped and empowered to fulfil their unique purpose and call (Psa. 33:11, Jer. 1:5).
- Graduates who exist to exalt Christ and will be satisfied with nothing less (Psa. 34:3, Ex 15:2, Psa. 99:9).
- Graduates who serve others with generosity (Matt. 20:26-28).
- Graduates who understand their God-given purpose and talents (I Peter 4:10).
- Graduates who lead by example with a positive influence in the home, culture, and world for the glory of God.
- Graduates who seek to fulfill the Great Commission.

#### **Benchmarks**

- Graduates who know God and help others know God.
- Graduates who apply the unifying principle of God as the Creator and Savior.
- Graduates who supply the principle of Creator-Savior to all content disciplines.
- Graduates who understand the inherent tension between popular culture and a Biblical theistic worldview.
- Graduates who evidence a commitment to bring life, beliefs, and behavior into conformity with the teachings of Christ.
- Graduates who engage in community responsibly, both politically and socially.
- Graduates who actively advocate for cultural and racial reconciliation.





## ASPIRING FOR EXCELLENCE THROUGH 2025 SCHOOL IMPROVEMENT PLAN



### STRATEGY ONE: KINGDOM EDUCATION FULFILLMENT

**Introduction:** For a school to flourish, its ministry statements must be clear, concise, well communicated, and validated by Scripture. The “telos” or purpose of an institution is driven by its ministry statements: Vision, Mission, Core Values, and Expected Student Outcomes. Schools must commit to the primacy of Kingdom education by embedding and deepening the principles of its ministry statements into all facets of school life. Kingdom Education Fulfillment occurs when leaders, teachers, and support staff realize their shared ownership of the school’s Vision, Mission, Success, and Improvement. Kingdom Education Fulfillment focuses on the Kingdom education of students developing the spiritual formation and worldview orientation of each student. Kingdom education is the lifelong, Bible-based, Christ-centered process of leading a child to Christ, building a child up in Christ, and equipping a child to serve Christ so they might impact society for Christ and bring glory to God.

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**Purpose:** This Kingdom Education Fulfillment Strategy seeks to foster a reaffirmation of our commitment to the primacy of Kingdom education by embedding and deepening the principles of our ministry statements into all facets of school life.

**Expected Outcomes:**

- To remain anchored to our spiritual foundations as we endeavor to instill a Biblical worldview and lifestyle in our students (2 Tim 3:16).
- To forge an enduring Kingdom education partnership between the home, church, and school.
- To prepare students for college and a life of service to our Lord and their community through excellence in Bible-centered instruction, Biblical integration and Godly example.
- To unify and enhance our mission-focused, Christ-centered culture and community (Phil. 2:1-5).
- To provide spiritual leadership to both staff and students through instruction and encouragement that equips them to exhibit Christlikeness in all areas of their lives.
- To produce powerful and effective student leaders who will impact the world for Jesus through Biblical thought and action in obedience to the Great Commission (Mk. 12:30-31).
- To create an authentic Christian experience by making the Gospel relevant to students in age appropriate ways.
- To build a school-wide culture that encourages students to adopt a personal life of service.
- To train each student how to engage and evaluate their life and learning from a Biblical worldview.

**Rationale:** The school has been granted a spiritual legacy, and we want to protect it from a secular drift that has eroded other Christian institutions. The underlying assumptions in our ministry statements are the reason for its existence. These Biblical principles fuel our passion to partner with Christian parents to provide an excellent education consistent with Biblical truth.

**Expected Student Learning:** The school will focus on the education of the whole child as taught in Luke 2:52, “And Jesus grew in wisdom, and stature and favor with God and man.” Students will be taught and challenged academically, physically, spiritually, and socially. All programs and activities will be integrated with Biblical principles with the desired goal of spiritual formation in the life of the student and the development of a Biblical worldview. Students will learn not only how to make a living but how to make a life.





## KINGDOM EDUCATION FULFILLMENT OBJECTIVES AND ACTION PLANS

**1. Cultivate with intentionality a holistic Biblical worldview culture that is centered on Christ and Kingdom education throughout the school.**

(Year One: 2020-2021)

- a. Provide professional development for our teachers on the meaning and value of Kingdom education that will equip them to communicate these principles to students and parents.
- b. Improve curriculum guides for Biblical worldview alignment.
- c. Implement a philosophy of Kingdom education workshop for all coaches.
- d. Utilize digital media resources to promote Kingdom education and Biblical worldview integration (Social Media, Podcasts, Website, etc.).
- e. Train and develop teachers to better integrate Biblical principles in all subject areas with Biblical worldview training and its application in everyday life.
- f. Institute parent and student training opportunities in Biblical Worldview Formation.
- g. Require three Bible CEU's annually for staff in Bible/Kingdom education to share with their peers for spiritual growth.
- h. Implement stakeholder surveys to assess spiritual outcomes.
- i. Encourage students to participate in daily devotions and research devotions that can be recommended to parents and students.
- j. Require a book a year on Kingdom education for staff development.
- k. Send staff and parent leaders to BJU's VIP events.
- l. Assess students' worldview at sixth, ninth, and eleventh grade or by division by one or multiple assessments.



- m. Create a summative worldview data-driven assessment for seniors of expected student outcomes.
- n. Track spiritual success of students and alumni (Telling the Story).
- o. Examine and increase correlation of staff diversity to student diversity.

## **2. Create and/or revise ministry statements with Scriptural validation and clear definition.**

(Year One: 2020-2021)

- a. Evaluate, revise, and/or create Ministry Statements with Scripture validation.
  - 1) Develop a Vision Statement which describes the big picture of what is to be accomplished in the future.
  - 2) Modify the Mission Statement to describe the who, what, and why of what the school does to accomplish its vision.
  - 3) Review Core Values creating simplified identity words with definition, Scriptural validation, benchmarks, and measurements.
  - 4) Define and develop Expected Student Outcomes with definitions, Scriptural validation, benchmarks, and measurements.
- b. Review and adopt a more detailed Christian Philosophy of Education with Scriptural validation.

- c. Strengthen the Biblical morality statement that is signed by both Board, faculty, and staff.
- d. Add a Board Code of Ethics to be signed annually.
- e. Enhance contracts for all employees of the school with components that include salary, benefits, lifestyle statement, conditions of employment, policy and procedures, mediation and binding arbitration agreement, employment verification, termination of employment, teacher certification, school polity, letters of intent, contract distribution, update of church attendance, and annual staff code of conduct commitment.
- f. Develop a clear and concise lifestyle statement for the Student Application that is signed by both parents.
- g. Require Board and staff to sign the School's Statements of Faith annually in August.
- h. Review all policies and procedures for the social issues of the day for Scriptural validation.
- i. Review and revise all handbooks with Scriptural validation, Board, faculty, staff, and student-parent.

## **3. Improve the spiritual life of the student body.**

- a. Integrate into the fabric of the school day a Bible-based theme for the year that will drive the spiritual focus of the school, marketing, and fundraising.
- b. Plan and initiate Biblical worldview training for Board, staff, parents and students.
- c. Research and evaluate a Servant Leadership Institute and/or Clubs for middle school and high school students.
- d. Create or acquire a Spiritual Formation Audit to measure spiritual Expected Student Outcomes, grades 6-12.

- e. Review the Bible curriculum, grades 6-12, and survey its effectiveness periodically as to its impact on the students' daily lives.
- f. Observe and promote Biblical integration in all academic areas.

#### **4. Communicate Kingdom education outreach activities.**

- a. Educate, train, and engage all stakeholders in how to "Tell the Story" of Temple Christian School.
- b. Publicize the results of mission and vision accomplishments.
- c. Communicate to parents the spiritual direction of the school.
- d. Educate and promote Kingdom education with pastors, youth pastors, area daycares and preschools.
- e. Post testimonies and videos of faculty, staff, alumni, and students on the school website.
- f. Promote and support the churches of the community and communicate the school's desire to partner with them in the Kingdom education of TCS students.

#### **5. Enhance the chapel program.**

- a. Establish the person in charge of chapel, establish a year-long program, and engage students in music and programming.
- b. Expand partnerships with local pastors and worship leaders in developing our chapel programs and worship bands.
- c. Develop a plan to address key elements of Kingdom education: salvation, church membership, youth group engagement, student discipleship, mentorship, daily devotions, and community service for the development of life-long followers of Christ, affirmed by faculty and staff members setting the example.
- d. Increase variety of speakers in chapel.
- e. Create Bible series around relevant and/or current themes for more interaction by the students.
- f. Address the hard topics like bullying, race, drugs, sex, etc. in chapel and Bible classes in a planned and purposeful manner.
- g. Produce and communicate a chapel schedule of speakers and subjects so all stakeholders can be more engaged.



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- h. Train staff and high school students in how to counsel and share the Gospel for chapel service invitations.

**6. Facilitate Kingdom education outreach globally.**

- a. Expand mission trip opportunities, inclusive of parents and students, utilizing breaks and summer, and different methodologies like sports, missions, relief, etc.
- b. Partner with sister international schools with each school division (elementary, middle school, high school) for the purpose of teaching missions and expanding the reach of Kingdom education.
- c. Encourage students to pursue international connections as global citizens.
- d. Evaluate a high school mission trip requirement for graduation either with their home church and/or the school.
- e. Engage staff and faculty in Kingdom education through ACSI Professional Development Forum.

**7. Expand Kingdom education outreach locally.**

- a. Engage all stakeholders in teaching the principles and philosophy of Kingdom education to develop genuine partnerships that foster student learning and development.
- b. Increase Kingdom education training and efforts with all stakeholders for true buy-in and communicate opportunities of involvement in the community.

- c. Partner with other churches and schools in their outreach efforts.
- d. Encourage students to engage in their local church, Sunday School, Bible study, youth groups, and other activities.
- e. Implement and communicate community service opportunities and engagement by staff, parents, and students.
- f. Invite pastors and youth pastors for lunch on campus and present a gift book, *Kingdom Education* by Dr. Glen Schultz. Know how to answer the question, "Who is teaching our children 16,000 hours?"
- g. Create class days for community service, lunch, and bonding.
- h. Afford access to the Kingdom Education Institute (Dallas TX) for the Head of School and future leadership for their growth and development in Biblical worldview integration.
- i. Provide resources and forums for parents on culturally relevant topics in partnering with them in Kingdom education.

**8. Maintain balance between academics, fine arts and athletics.**

- a. Focus on the develop of excellence in athletics, one sport at a time.
- b. Pursue athletic and fine arts excellence in Christian character by researching models of other schools.
- c. Expand spiritual teambuilding in sports and fine arts.
- d. Develop the athletic director to train coaches in Kingdom coaching.







## STRATEGY TWO: CURRICULUM AND TECHNOLOGY ENHANCEMENT

**Introduction:** Kingdom schools must seek to sustain, enhance, and develop, early education through twelfth grade, academics and technology in all curricular, co-curricular, and extra-curricular programs consistent with the school's Christian philosophy. Teaching involves helping students develop spiritually and emotionally. It is the teaching of the heart and soul, as well as the mind. Teaching is holistic as taught by Luke 2:52, "And Jesus grew in wisdom, and stature, and favor with God and man." The education of the whole child is where we grow them, academically, physically, spiritually, and socially. We are teaching students not only how to make a living (secular education) but how to make a life (Kingdom education). We integrate Biblical principles into all academics because all truth is God's truth. We partner with parents because the child's spiritual development requires that we join hands and engage their involvement to accomplish Biblical worldview integration.



**Purpose:** The Curriculum and Technology Enhancement Strategy seeks to sustain, enhance, and develop early education through twelfth grade academics and technology in all curricular, co-curricular, and extra-curricular programs consistent with our Christian philosophy.

**Expected Outcomes:**

- To educate students spiritually, academically, physically, and socially in their areas of giftedness.
- To continue our quest for scholastic excellence by being a center of scholarship and learning.
- To unify our K4-12 curricular and co-curricular programs integrating Biblical truth into all areas and aligning programs to identified goals (Prov. 24:3-5).



- To maintain a rigorous and vibrant college-preparatory curriculum articulated within the scope of a Biblical worldview through on-going evaluation of all curriculum and programs.
- To organize, maintain, and adjust curriculum via a mapping system that includes standards, benchmarks, and assessments whereby through a formal process, adjustments are made to the curriculum which includes information for teachers, parents, and students.
- To prepare students for entry into college and careers.
- To attract and retain Kingdom education faculty and staff who understand the rigor, relevance, and relationships in the learning process.
- To hire faculty based upon their spiritual life and passion for Kingdom education and their well-rounded record of scholastic accomplishment.

- To continuously review, update, and improve programs with excellence in mind.

**Rationale:** In order to meet the challenges of higher education, changing technology, and diverse vocations, the school must maintain and promote dynamic educational curricular, co-curricular, and extracurricular programs that enhance student success, while upholding a Biblical worldview.

**Expected Student Learning:** Students will develop spiritually, academically, physically, and socially with life-long learning skills for the vocation of God's calling and decision-making skills based on a Biblical worldview. Their Christian minds will be enlightened by the mind of Christ and His principles in all academic pursuits. Every learning experience aims to enable students to reach their potential for Christ.



## CURRICULUM AND TECHNOLOGY ENHANCEMENT OBJECTIVES AND ACTION PLANS

### 1. Research and evaluate best practice options.

(Year One: 2020-2021)

- a. Institute professional development, professional learning committee meetings, divisional meetings, and professional staff days.
- b. Observation of teachers and coaches by supervisor and peers should be on a regular basis identifying that curriculum guides are being utilized and biblical integration is occurring.
- c. Create a system to compare and evaluate achievement test scores to improve academic gaps, ACT test scores, etc.
- d. Create a system for comparing and evaluating scores that leads to both horizontal and vertical alignment across all grade levels.
- e. Develop and implement a formalized schoolwide process for the training and implementation of data analysis of student assessments for the purpose of improving the school's overall instructional program, identifying academic gaps, determining differentiation needs, and curricular review.
- f. Develop and integrate a formalized program for mentoring, coaching, and collaborating with teachers schoolwide, to support professional practices and instructional improvement that is consistent with the school's values and beliefs about teaching and learning.
- g. Develop curriculum guides that are ongoing in updates with Biblical Worldview integration, Bloom's taxonomy, critical writing skills, and oral speech opportunities.



- h. Develop and implement a formalized, systematic process and audit to review, evaluate, and apply changes to curriculum and instruction that considers stakeholder feedback, data from assessments of learning, and professional practice from Essential Elements through 12 grades.
- i. Establish a plan for training all staff in child abuse, neglect, or other areas for mandated reporting to enhance the safety of children in care of the program.
- j. Review national and state statistics as to where the school ranks academically on a regular basis and communicate to stakeholders our student's good success.
- k. Institute balanced homework by grade level for purpose of concept mastery and test preparation and post testing calendar online.
- l. Evaluate all test scores across all areas K-12.
- m. Evaluate the STEM program and its development.

## **2. Develop a technology plan and program.**

- a. Update and maintain a three to five year instructional technology plan that includes K-12 technology scope and sequence, grade level objectives, research standards, technology/computer training for the faculty and staff school-wide (ex. online testing,

grading, Google Suites, email, shared folders, etc.), and a technology upgrade/ purchasing plan.

- b. Ensure that internet security, monitoring, filtering, and safeguards are implemented.
- c. Collaborate in-house and with other schools, attend appropriate conferences, and research best practices for school and student security, student accountability, filter efficiency, parent and student education and communication.
- d. Examine textbooks with online capabilities and evaluate effectiveness of current textbooks and eBooks.
- e. Locate or create self-help online resources that are subject specific and/ or publish online tutorials for appropriate stakeholders (e.g. parent tutorial).
- f. Review current use of technology by students, research other schools for device use (laptop, iPad, phones, BYOD), and determine best path for the school, initially and long-term.
- g. Acquire a professional to inspect and test infrastructure and WiFi reliability throughout the campus.
- h. Establish policy and a training plan to equip teachers and students in the effective use and good citizenship of technology and social media.
- i. Prepare tools (video, texts, etc.) to assist staff, parents, and students with passwords to whatever tools like Schoology, Ren-Web, Microsoft PowerPoint, etc. are chosen.
- j. Develop an online reporting system for issues with technology, WiFi, equipment, etc.
- k. Examine the feasibility of a coding program.

**3. Enhance the academic programs.**

- a. Evaluate honors classes and search out more options for dual enrollment at the community college and partnership with possible Bible colleges.
- b. Grow STEM and consider robotics.
- c. Evaluate effectiveness of staff use of technology.

**4. Review and institute programs to enhance the fine arts programs.**

- a. Research national and regional arts programs and create plans for improvement.
- b. Promote family participation in the arts within the school and community.
- c. Monitor inventory control procedures for fine arts resources.
- d. Review and develop the band, choral, and drama programs.

**5. Institute and expand the athletic and physical education programs.**

- a. Research nationally recognized athletic programs and create plans for improvement.
- b. Create vertical alignment and clear goals in each sport that will support the next level.
- c. Require Kingdom education workshop for all coaches.

“  
**I have no greater joy  
than to hear that my  
children are walking  
in the truth.**

**3 John 1:4**

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## STRATEGY THREE: STAKEHOLDER ENGAGEMENT

**Introduction:** Stakeholder engagement seeks to develop and deepen stakeholder engagement throughout the school community. To facilitate a vibrant school community that works in collaboration with churches and community groups, Kingdom education must make God our first and primary focus while we serve others and strive to glorify God in all we say and do. Stakeholders are staff, parents, students, grandparents, churches, pastors, and communities.

**Purpose:** The Stakeholder Engagement Strategy seeks to develop and deepen stakeholder engagement through the school community.

**Expected Outcomes:**

- To facilitate a vibrant school community that works in collaboration with church and community groups and is engaged in the worldwide movement of Kingdom education in a significant way.



- To train and retain through self-perpetuation, a board composed of persons committed to the mission and leadership of the school and to ongoing board development and participation.
- To recruit, retain, and professionally develop godly faculty and staff whose lives reflect relationships, service, and a mindset that is consistent with Biblical truth.
- To foster professional learning communities that includes formal teacher induction, ongoing mentoring, data-informed professional development planning, and ethical ongoing evaluations of faculty and staff.
- To enhance faculty and staff morale by ensuring that all employees are valued, spiritually unified, professionally enriched, and adequately compensated.





- To provide staff professional development in research-based instructional strategies and organizational methods to actively engage students, and assure students are developing skills, higher order thinking, as well as deep understanding of content.
- To partner with parents in fulfilling our promise of a unique and special education experience that includes opportunities to build Christian character, foster personal achievement, and think creatively.
- To provide students with a holistic educational experience in an excellent Christ-centered school, where we integrate their faith, learning, and community and recognize the spiritual, academic, physical and social needs while preparing them to impact the world for Christ.
- To target alumni, reengaging them in school life and connecting our graduates and alumni parents to our school.
- To provide opportunities for the community to recognize, join, and benefit from our mission, excellent facilities, and outstanding students.

- To partner with other educational institutions on a variety of projects.
- To remain committed and purposeful in selfless acts of generosity and service to one another, surrounding communities, and globally.

**Rationale:** A strong, intentional, and consistent focus on positive community relationships with all stakeholders is necessary to be known and characterized as an outstanding Christian school. It is our desire to have the surrounding community recognize, join, and benefit from our mission to partner with Christian parents in providing an excellent education consistent with Biblical truth. To engage all stakeholders by encouraging and facilitating their active involvement will nurture a Christ-centered community, ensure Biblical stewardship of time, talents, and treasures, and incorporate everyone's unique and valuable abilities and resources.

**Expected Student Learning:** Students learn to love God and others. The Bible and its principles will challenge them to go into all the world, preach and teach the Gospel to every creature, make disciples, and be worldview oriented.







# STAKEHOLDER ENGAGEMENT OBJECTIVES AND ACTIONS PLANS

## 1. Engage the parents in activity, communication, and service.

(Year One: 2020-2021)

- a. Encourage more parental involvement like family-centered events, volunteer opportunities, movie nights (Father-Son, Mother-Daughter), tailgating, 3/3 basketball, etc.
- b. Increase percentage of parent involvement through good communication, clearly defined surveys, meetings, service opportunities, school-wide events, parenting seminars, and projects (minimum of annual surveys).
- c. Create an exit interview process to evaluate parent and student satisfaction.
- d. Develop a process to capture grandparent information for their engagement and Grandparent's Day.

## 2. Engage the students in leadership, growth, and advocacy.

(Year One: 2020-2021)

- a. Foster student leadership at divisional levels: elementary, middle school, and high school.
- b. Develop Christian Leadership Council with bylaws, purpose, and engagement to impact the school and community.
- c. Provide students with a holistic educational experience in an excellent Christ-centered school that integrates faith, learning, and community in accordance with Luke 2:52.
- d. Develop and institute student clubs that promote student leadership and impact the community.
- e. Evaluate student feedback concerning chapels and consider small group leadership development.
- f. Evaluate the disciplinary rules and the consistency by which they are enforced by the staff.
- g. Institute more interaction of grades 6-12 with the elementary.
- h. Institute class spring days grades 6-12 to serve the community as a class.

## 3. Engage the staff in quality professional development and parent interaction.

- a. Review hiring policies and verification of best practices to acquire the most qualified candidates.



- b. The high school, middle school, elementary, and preschool leadership should visit other schools, at least once a year, to see how other schools are achieving success in their area of ministry.
- c. Refine plan for professional development for staff as a whole.
- d. Host staff events to create school community.
- e. Implement divisional book studies on a periodic basis to promote best practices.
- f. Require staff to complete annually two of the following: (1) technology CEU, (2) a data analysis CEU, (3) a ConNexus CEU, or (4) an approved CEU by the Head of School.

#### **4. Engage the faculty in quality development for maximum impact.**

- a. Establish faculty-mentoring plan (veteran teacher to mentor new teacher).
- b. Implement a faculty survey on policies, programs, morale, and teaching.
- c. Recruit and train effective and qualified substitute teachers.
- d. Improve the work of the guidance counselor, especially with seniors, by visiting comparable schools and also colleges/universities. (Many colleges will cover expenses for visits.)
- e. Recruit, retain, and professionally develop Godly faculty and staff whose lives reflect relationships, service, lifelong learners, and mindsets that are consistent with Biblical truth. There is no better investment than to develop the

staff to be the living curriculum of the school; your school is only as good as your staff.

- f. Integrate technology recognizing the importance of staff training before student implementation.
- g. Strengthen staff job descriptions for better understanding of roles and expectations.
- h. Formalize a Development Department for fundraising once finances allow.

#### **5. Engage the Board in its development and effectiveness.**

- a. Train and retain through self-perpetuation, a profiled board, composed of persons, not from leadership team, but committed to the mission and leadership of the school and to ongoing board development and participation.
- b. Orient Board members in roles through annual training (6 hours), perhaps through an annual Board retreat or a segment of each Board meeting (45 minutes).
- c. Conduct regularly scheduled Board meetings (at least 7 per year).
- d. Revise the Board manual.
- e. Establish a Board Governance Committee to monitor the School Improvement Plan.
- f. Establish a Board Finance Committee to monitor the financials.
- g. Seek a Board member who is a CPA that can serve on the Finance Committee.
- h. Review Board succession of members and officers to make sure there is not a vacuum of leadership
- i. Create annual evaluations for the school administrator and board members.

- j. Develop and implement a systematic process of ongoing board training that includes formal orientation for new Board members with a goal of six hours for Board Member Certification.
- k. Discuss Board members with school age children. Should their students be at TCS?
- l. Develop a succession plan for the Board and Leadership Team as the school plans for the future.
- m. Stress a team effort in maintaining budget and being good stewards to grow school.

**6. Engage the community schools and organizations in partnership, outreach, and service.**

- a. Join other schools in the community to discuss outreach and service.
- b. Forge relationships with community organizations for service opportunities.
- c. Research and visit other Christian schools for improvement ideas.



- d. Provide opportunities for the community to recognize, join, and benefit from the mission, excellent facilities, and outstanding students.

**7. Engage the community churches through partnerships, outreach, and service.**

- a. Partner with local churches in Kingdom education through school outreach, facility, projects, acts of generosity, and service to one another, surrounding communities, and globally.
- b. Cultivate good communication between the school parents and parent church, Temple Baptist Church.
- c. Set up luncheons with local pastors and youth pastors to introduce TCS and invest in their ministries with guest speakers on pertinent topics.
- d. Secure pastors and youth pastors of TCS students to speak in chapel and/or join their students at lunch.

**8. Engage the alumni in communication, records, and information.**

- a. Develop an Alumni Association, Alumni Council, and Class agents as well as an annual newsletter to inform, connect, and track success in college and careers.
- b. Create an Alumni Association Handbook.
- c. Kick off the Alumni Association at Homecoming or other major event.

“  
**Train up a child in the way he should go; even when he is old he will not depart from it.**

**Proverbs 22:6**

**9. Engage all stakeholders in the development of the new Aspiring for Excellence Through 2025.**

- a. Engage all stakeholders in the strategic planning process and implementation.
- b. Collaborate as a Board and Leadership Team in finalizing action plans.
- c. Establish detailed action plans to fully implement strategy objectives.

**10. Engage grandparents in the ministry of the school.**

- a. Choose a donor database and capture grandparent information
- b. Research what other schools are doing with grandparent events and determine what will work for TCS.
- c. Engage grandparents in annual giving.

“  
**All your children shall  
be taught by the Lord,  
and great shall be the  
p e a c e o f y o u r  
children.**

**Isaiah 54:13**

”







## STRATEGY FOUR:

### GROWTH AND MONEY MANAGEMENT

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**Purpose:** The Growth and Money Management Strategy strives to aim for business and operation practices that lead to a sustainable and vibrant future.

**Expected Outcomes:**

- To consistently and strategically communicate and market our mission, benefits, and successes to current, potential, and formal constituencies to increase visibility and impact in the region.
- To develop and implement a multi-faceted and sustainable financial model and resource plan that enables TCS to accomplish strategic goals and meet the needs of a larger cross section of the body of Christ (Prov. 24:3-5).
- To update regularly a financial plan to sustain educational excellence, balance the budget annually, address debt, keep



- faculty compensation competitive, maintain sensitivity to tuition increases, build reserves gradually, develop an endowment, and meet the school's facility needs.
- To continue a stable and sustainable financial footing through a combination of new funds development, limiting or eliminating programs or facilities that are not central to the mission and invest in programs that are most strategic.
- To nurture a culture of philanthropy that includes all stakeholders.
- To develop an assertive fundraising program to support and advance the mission, programs, and facilities.



- To be good stewards of the property and facilities entrusted to our care, ensuring the mission of TCS is successfully accomplished.
- To advance campus infrastructure to provide an optimum environment for the execution of TCS's mission.
- To constantly improve the campus infrastructure to support technology and the ongoing commitment to excellence.

“  
**Children are a gift  
from the Lord; they  
are a reward from him.**

**Psalms 127:3**

”

**Rationale:** Christian education is a critical component in the process of making disciples for the Kingdom of God. Because tuition alone does not cover the true cost of providing an excellent education, we must cultivate philanthropic support to ensure the accomplishment of our mission. As a model for Christians nationally, we must strive to remain a sustainable institution that impacts families for generations to come with respect to money, management, and marketing.

**Expected Student Learning:** Students will be taught that our time, talents, and treasures are a matter of stewardship. The school's day-to-day operational practices will demonstrate a model of integrity, efficiency, and accountability, all excellent qualities in life. As beings created in the image of God, we have been given dominion over all the earth. Students will learn to be responsible for God's creation and resources.



# GROWTH AND MONEY MANAGEMENT OBJECTIVES AND ACTIONS PLANS

## 1. Develop and implement a five-year School Improvement Plan and Strategic Financial Plan.

(Year One: 2020-2021)

- a. Create a plan with Strategies, Objectives, and Action Plans.
- b. Include the time frame, person(s) responsible, action steps to be completed, projected costs, resources, and tools of evaluation.
- c. Develop a stable and sustainable financial plan through stewardship, a combination of new funds development, limiting and eliminating programs or facilities that are not central to the mission and invest in those programs that are most strategic.

- d. Develop and implement a multi-faceted and sustainable financial model and resource plan that enable the school to accomplish strategic goals and meet the needs of a larger cross-section of the body of Christ (Prov. 24:3-5).
- e. Nurture a culture of philanthropy that includes all stakeholders; it takes a village.
- f. Freeze hiring for 2020-2021 and 2021-2022 school years and evaluate all programs and discounts for the cost versus value to focusing on balancing the budget.
- g. Strategically and consistently communicate and market the mission, benefits, and successes to current, potential, and former constituencies to increase visibility and impact on the region.
- h. Develop an assertive fundraising program and advance the mission, programs, and facilities.
- i. Be good stewards of the property and facilities entrusted to our care, ensuring the mission of the school and Temple Baptist Church are successfully accomplished.

## 2. Develop a marketing plan to ensure the financial sustainability of the school.

(Year One: 2020-2021)

- a. Develop a marketing plan that accents the school's strengths, examines future growth trends, enhances visibility, and evaluates media communication (e.g. website, social media, direct mail, television, etc.) as to the value of a TCS Kingdom education.



- b. Develop alternative sources of income, on site or online, through online classes, parent education courses, facility rentals, tutoring, and SAT/ACT preparation.
- c. Consider and review current tuition assistance and scholarships with considerations for needs based, alumni children, pastor's discounts, staff discounts, opportunity scholarships, referrals, siblings, etc.
- d. Create videos of successful alumni for social networking promotion.
- e. Establish a Back to School Celebration as an annual tradition to celebrate God's blessings on the ministry engaging the Temple Baptist Church and Temple Christian School families.
- f. Research and implement an international program for student population growth.
- g. Establish a preschool bridge to kindergarten seeking to increase re-enrollment numbers 10% per year over three years.
- h. Develop a student recruitment plan that increases enrollment to 400 for the 2021-2022 school year and raises student retention to 91%.
- i. Meet Eagle Fund goal of \$100,000 for 2020-2021 school year.
- j. Acquire corporate and community sponsors with a goal of two per year.

### **3. Maintain and improve facilities and services.**

- a. Develop a facilities master plan that considers expansion, maintenance, green technology, and future expansion.
- b. Research hot lunches and healthy options like a salad bar and fruit.
- c. Address safety and security throughout the campus with communication to all stakeholders as to its priority.

### **4. Review and improve the admissions policies.**

- a. Evaluate parent interviews and student interviews to discern if the parents and/or students are in harmony with the school's mission and vision.
- b. Utilize incentives and conduct a data-driven approach for admissions, tuition assistance, student retention, and institutional research.
- c. Track and improve retention from preschool to K5, K5 to 1<sup>st</sup>, 5<sup>th</sup> to 6<sup>th</sup>, and 8<sup>th</sup> to 9<sup>th</sup>.
- d. Conduct customer service training for faculty and staff (How can I serve you?).
- e. Track re-enrollment and new enrollments Dec. 1 - July 31 for future budget projections.
- f. Review application, admissions documents, and interview questions for appropriate data, policy and procedures, and signatures.

### **5. Expand and enhance the development department and outreach.**

- a. Improve data donor base and increase overall giving by 10%.
- b. Develop a specific plan for growing and spending endowment funds, tuition assistance funds, estate planning, and scholarship resources with clear guidelines.

- c. Grow the Annual Fund at 10% rate per annum with at least 50% parent participation.
- d. Create designated projects to create interest and support.
- e. Establish relationships with area preschools and daycares.

**6. Choose and implement a more effective database for Donors and Alumni.**

- a. Research and select an appropriate database.
- b. Gather data for donors, alumni, alumni parents, and alumni grandparents.
- c. By data entry, capture the information of all stakeholders for future engagement and support.

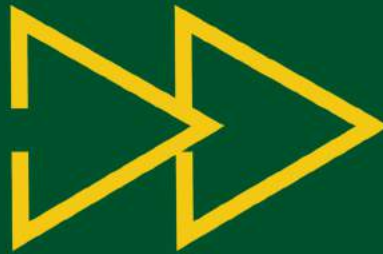
**7. Create an environment of school safety inclusive of a well-developed Crisis Management Plan.**

- a. Develop a comprehensive Crisis Management Plan inclusive of all types of emergencies, door locks, cameras, security bars, and lockdown training (Accreditation Standard).
- b. Post exit plans for fire, tornado, and crisis management.

**8. Maintain operational integrity in accounting for funds, facilities, and sustainability.**

- a. Develop and implement formalized plans that include ongoing and regularly scheduled maintenance of facilities as well as updated campus security policies and procedures that ensure a safe and clean learning environment that meets the needs of all stakeholders.
- b. Provide a clear and concise line item school budget for the School Board with clear guidelines for authority, accountability, decision timing, and communication.
- c. Seek to generate up to 5% of the annual budget in cash reserves over time, perhaps setting a goal of .5% a year.
- d. Account for all funds by donors and stakeholders reporting how funds were applied for stated projects and proper recognition given by thank you cards, plaques, and memorials.
- e. Establish a process to report facility/ bus repairs and cleanliness issues.
- f. Establish a plan to report technology equipment and infrastructure issues.





# ASPIRING FOR EXCELLENCE THROUGH 2025 SCHOOL IMPROVEMENT PLAN

**TEMPLE CHRISTIAN SCHOOL**

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