

I. Introduction

This strategic plan outlines broad, long-term goals and high-level objectives the Board will pursue over the next five years and how progress towards these goals will be measured. In support of this plan, an annual operational plan will be jointly developed by the Board and Head of School (HOS) to identify near-term activities necessary to achieve our larger goals. Both the strategic and operational plan are available to all members of the school community – students, parents, teachers, staff, and financial supporters - to promote unity, transparency, and prayerful cooperation in pursuit of these goals.

II. Mission, Vision and Values

Mission - We exist to glorify God by partnering with parents in training their children through a Christ-centered, Reformed, and classical education.

Vision - We envision graduates who will:

- be servant leaders in their communities with a biblical worldview.
- recognize, appreciate, and spread truth, goodness, and beauty to the glory of God.
- be life-long learners who possess broad knowledge, clear reasoning, and true wisdom to communicate truth persuasively.

Values

1. **Christ-centered:** We are disciples of Jesus Christ as He is revealed in the Bible and proclaimed by the Church. We seek His will and call others to do the same.
2. **Community and Service:** We live in a Christ-centered community with each other, our students and their parents, striving to serve one another and our broader community within loving, peaceful, and humble relationships.
3. **Excellence and Integrity:** We show the glory of God's creation in our classically integrated arts and humanities, mathematics, science, and athletics instruction. We nourish the minds, bodies, and souls of our students. We foster mutual respect and a strong work ethic, instilling a desire for personal growth and learning.
4. **Stewardship:** Children are a blessing and we are humbled and grateful to partner with families to nurture the good gifts that God has bestowed.

III. Strategic Goals

Goal 1: Create and Maintain School Growth and Community

Goal Description: Welcoming new families and retaining existing families are key components of maintaining a growing and connected school community. Class size and sense of community are also key considerations for families evaluating their school choices.

Supporting Objectives

- 1.1 Increase average class size and strengthen retention results.
- 1.2 Grow internal communication methods designed to increase family commitment to NCCS.
- 1.3 Strengthen external marketing and development.
- 1.4 Build and support community among NCCS families

Metrics and Measurements

The Board will measure progress and achievement in this area by evaluating average class size year over year, as well as retention rates during key transitional grades (Kindergarten to 1st grade, 6th to 7th grade, 8th to 9th grade).

Goal 2: Program Investment

Goal Description: NCCS is committed to academic excellence and variety in extra-curricular options which are central to achieving the vision of NCCS. Academic rigor and diversity of programs also impact family decisions about whether to join and remain with NCCS.

Supporting Objectives

- 2.1 Deepen classical education offerings through pursuit and achievement of ACCS (Association of Classical Christian Schools) Accreditation.
- 2.2 Invest in teacher recruitment, professional development, and retention.
- 2.3 Build additional extra-curricular options and activities which support the vision and values of NCCS.
- 2.4 Build capacity to support academic learning differences among student population.

Metrics and Measurements

The Board will measure progress in this area by evaluating achievement of key milestones in the ACCS accreditation process, as well as the number of development activities achieved and student activities and options added.

Goal 3: Operational Effectiveness and Efficiency

Goal Description: Maintaining the soundness and security of the physical facility and resources is foundational to supporting our student, staff, and teachers, as well as, being good stewards of the physical campus, as an ongoing ministry of New Covenant Presbyterian Church.

Supporting Objectives

- 3.1 Maximize utilization of existing facilities and grounds.
- 3.2 Enhance physical security for existing facilities.
- 3.3 Invest in technology and technology security.
- 3.4 Fund and execute projects to improve existing facilities or programs.

Metrics and Measurements

The Board will measure progress through evaluation of executed project plans associated with projects, including the Capital Experience Campaign (CEC), related to building and technology improvements.

Goal 4: Financial Stewardship

Goal Description: Wisely maintaining firm financial footing allows NCCS to prepare for and weather unexpected challenges, as well as create freedom to further build and achieve the vision of NCCS.

Supporting Objectives

- 4.1 Ensure revenue fully funds operating expenses.
- 4.2 Maintain and grow available reserve funds (“Stewardship Fund”) with a goal of 10% of operations budget on hand.
- 4.3 Grow and institutionalize fundraising capacity and potential.
- 4.4 Establish an endowment fund.

Metrics and Measurements

The Board will review financial reports, accounts, and holdings to evaluate progress in this area.

IV. Plan Evaluation

This plan sets an overall direction with broad goals which will likely remain constant over the next five years. As internal and external circumstances develop and change, supporting objectives may be evaluated and refined as necessary. Supporting Objectives defined here will be evaluated regularly with the establishment of the yearly operational plan.