

Grace Christian School
2022-2027 Strategic Plan
Striving for Excellence

Christian Environment

GCS, under the spiritual oversight of Anchorage Grace Church, will reflect in every dimension the highest Biblical standards and principles. The school atmosphere will be conducive to producing students and graduates who are filled with the knowledge of God's will in all spiritual wisdom and understanding, who walk in a manner worthy of the Lord, who please Him in all respects, and who bear fruit in every good work and increase in the knowledge of God. (Col. 1 :9-10)

1. Continually refine the K-12 Christian leadership, character, and discipleship programs to represent the three distinctives of Grace Christian School: Biblical Disciples, Integrity Driven Culture, College Ready Scholars.
2. Take proactive steps to reinforce the essential partnering between the engaged family, a home church, and GCS.
3. Annually evaluate the spiritual health of all GCS stakeholders.

Technology

GCS will construct and operate an effective system of technology and communication to improve student learning and facilitate the sharing of information between the different constituencies of the GCS family.

1. Maintain a 5-year technology plan written to empower teachers and to cause improved student achievement.
2. Find efficiencies between GCS & AGC to create more reliable and cost-effective technology services for both entities.

Transportation

GCS will maintain and utilize its fleet of vehicles to compliment education, missional outreach, and extra- curricular activities.

1. Ensure safe and qualified GCS drivers.
2. Continue annual maintenance and annual certifications of vehicles to include dedicated staff support.
3. Ensure training program for drivers of all GCS vehicles.
4. Acquire and utilize safe, cost-effective, 3rd-party transportation services where appropriate
5. Develop a future focused plan for optimal acquisition, service, and scheduling of vehicle fleet and update annually.

Campus Buildout Strategy

GCS and AGC will collaboratively develop a "campus" vision and buildout strategy to meet the spiritual and educational needs of the family:

1. Document activity and capacity needs of the AGC/GCS enterprise.
2. Develop an overall facility expansion concept/design to meet the enterprise needs.
3. Develop an outreach/communication plan that informs, educates, and enlists the families' active participation.
4. Develop a project funding strategy / plan.

Grace Christian School
**2022-2027 Strategic Plan Project
and Outcome Definitions**
Striving for Excellence

Strategic Vision Area #1: Christian Environment

Description: GCS, under the spiritual oversight of Anchorage Grace Church, will reflect in every dimension the highest Biblical standards and principles. The school atmosphere will be conducive to producing students and graduates who are filled with the knowledge of God's will in all spiritual wisdom and understanding, who walk in a manner worthy of the Lord, who please Him in all respects, and who bear fruit in every good work and increase in the knowledge of God. (Col. 1:9-10)

1. Continuously refine the K-12 Christian leadership, character, and discipleship programs to represent the three distinctives of Grace Christian School; Biblical Disciples, Integrity Driven Culture, College Ready Scholars.
2. Take proactive steps to reinforce the essential partnering between the engaged family, a home church, and GCS.
3. Annually evaluate the spiritual health of all GCS stakeholders

Why: This vision area targets all three distinctives: Developing biblical disciples, in an integrity-driven culture, who will be college-ready scholars

- Defines and affirms the AGC/GCS ministry governance model
- Affirms Biblical Theology: scripture as the standard
- Defines our product" - students and grads

What it includes:

- Understanding and ownership, by Elder Board and School Board of the governance model
- Agreement on mission-appropriate enrollment Alignment of curriculum to a Biblical foundation
- Agreement on GCS "distinctives," and also a refresh philosophy (every 3-5 years)
- Articulating and promulgating the " three-legged stool" model of school/church/home partnership in raising children biblically.
- Assess Christian environment success through: Periodic parent surveys, regular reporting from student leaders and faculty/staff at monthly school board meetings.

1-year Goal: Develop a method whereby the spiritual health of the organization can be objectively assessed.
5-year Goal: This is a non-negotiable area that requires constant focus and attention. The five-year goal is to ensure a defined and sustainable Christian Environment framework in a dynamic secular culture environment

Improvement Project 1: Annually evaluate the spiritual health of all GCS stakeholders.

Target: Complete by May 2023

Metric: School Board Meeting minutes

Challenges: Subjective by nature, most valuable inputs are anecdotal.

Outcomes:	Who:	When:
1. Interview student(s), faculty member, alumni, or parent at each scheduled school board meeting	SB Chair	Monthly
2. Annually interview Student Council officers Ensure AGC Senior Pastor and Board Chair attend that meeting	SB Chair	Annually
3. Develop a metric to measure spiritual health	SB Chair	May 2023

Responsible Leader: John Binder

Team Members: School Board; AGC Elder Board

Strategic Vision Area #2: Technology

Description: GCS will construct an effective system of technology and communication to improve student learning and facilitate the sharing of information between the different constituencies of the GCS family.

1. Maintain a 5-year technology plan written to empower teachers and to cause improved student achievement.
2. Find efficiencies between GCS & AGC to create more reliable and cost-effective technology services for both entities.
3. Develop a stakeholder engagement and communication plan to include proactive use of social media and technology to communicate externally and internally.

Why:

- Staying abreast of rapidly advancing classroom and media technology is essential for GCS to remain both relevant and competitive as a college prep K-12 school.

What it includes:

- Consideration of technology as an essential core competency

5-year Goal: A Technology Plan that regularly addresses IT hardware and software infrastructure acquisition, operations, maintenance, and replacement.

Improvement Project #1: Develop a 5-year technology plan written to empower teachers and to cause improved student achievement.

Target: Complete by March 2023

Metric: Completed Tech Plan approved and distributed

Challenges: Matching needs with resources available

Outcomes:	Who:	When:
1. As-is IT infrastructure inventoried	Herrera	Sep 2022
2. Tech Plan approved and distributed	Tech Committee	Mar 2023

Responsible Leader: Andy Trotter

Team members: GCS Administrator, Principals, Budget Manager, SMEs: Mark Ayers, Keith Kneigge

Improvement Project #2: Find efficiencies between GCS & AGC to create more reliable and cost-effective technology services for both entities.

Target: Complete by Jan 2023

Metric: GCS-AGC Technology Terms of Reference agreed to

Challenges: Different requirements; different funding streams

Outcomes:

1. Create a regularly occurring committee meeting
2. Develop Terms of Reference

Who:

Herrera / Schneider
Herrera / Schneider

When:

Jan 2023
Jan 2023

Responsible Leader: Pastor Nathan Schneider

Team members: Logan Herrera, Nathan Schneider, Steve Hatter

Strategic Vision Area #3: Transportation

Description: GCS will maintain and utilize vehicles to compliment education, missional outreach, and extra-curricular activities to achieve incident free student transportation

1. Ensure safe and qualified GCS drivers.
2. Continue annual maintenance and annual certifications of vehicles to include dedicated staff support.
3. Ensure training program for drivers of all GCS vehicles.
4. Develop a future focused plan for optimal acquisition, service, and scheduling of vehicle fleet by 2022-23 SY, update annually.
5. Acquire and utilize safe, cost-effective, 3rd-party transportation services where appropriate

Why:

- Student safety must never be compromised. Preventable vehicle safety measures must be 100% identified and accomplished.
- GCS must identify and actively mitigate safety and litigation risks related to the mission area of transportation.

What it includes:

- All student transportation while under GCS responsibility
- Creating and sustaining a safety culture related to vehicle maintenance and use
- Ensuring appropriate training and accountability measures are in place to stay compliant with federal, state, or local government requirements, and to ensure safety and litigation risks are identified and mitigated.

1-year Goal: Incident free student transportation

Improvement Project #1: Ensure regular and preventative maintenance on all GCS-owned vehicles. Ensure annual DOT certifications of GCS-owned vehicles as scheduled. Organize dedicated support staff to accomplish maintenance and certification requirements.

Target: Complete as scheduled

Metric: Records of compliance

Challenges: Cost and obtaining qualified maintenance personnel

Outcomes:	Who:	When:
1. Ensure all recurring maintenance and annual certifications are complete through reporting	GCS Administrator	Annual

Responsible Leader: GCS Administrator

Team members: SB Transportation Subcommittee, Principal

Improvement Project #2: Develop, implement, and document training program for all drivers conducting student transportation.

Target: Complete by Aug 2022

Metric: All responsible drivers complete training

Challenges: Record documentation, limited resources (cost/time)

Outcomes:	Who:	When:
1. Training program developed and all drivers trained	Trans Subcomm	Oct 2022

Responsible Leader: GCS Administrator

Team members: SB Transportation subcommittee

Improvement Project #3: Develop a future focused plan for optimal acquisition, service, and scheduling of vehicle fleet by 2022-2023 SY, update annually.

Target: Complete by 31 Aug 2022

Metric: Completed plan with built-in refresh strategy

Challenges: Capital funding

Outcomes:	Who:	When:
1. Analyze cost and effectiveness of 3 rd -party 2021-22 transportation services	Trans Subcomm	Jul 2022
2. Determine optimal fleet mix for GCS transportation needs	Trans Subcomm	Aug 2022
3. Transportation plan developed addressing acquisition, service, and scheduling of fleet.	Trans Subcomm	Aug 2022

Responsible Leader: SB President, GCS Superintendent

Team members: SB Transportation subcommittee, Paul Salima, Jeremy Jones

Strategic Vision Area #4: Campus Buildout Strategy

Description: GCS will work together with Anchorage Grace Church to develop a unified campus where students enjoy their respective areas with appropriate interaction promoting Christian community. The facility includes areas for worship, music, arts, science, academic resources, information technology, and physical education with adequate isolation for concurrent school and church activities.

1. Develop a site strategy to include a draft campus build-out plan for development of school and adjacent properties.
2. Determine the timing and scope of campus build-out by May 2023.

Why:

Aligning the Anchorage Grace Church and Grace Christian School strategic planning processes and deliverables is essential. This alignment need rings especially true regarding the infrastructure-facilities and Grounds needed to ensure ongoing mission success and future growth. The current facilities and grounds at 12407 Pintail Street are owned 100 debt free by Anchorage Grace Church. The AGC Elder and GCS School boards are committed to remaining debt free as any future land acquisitions or facility expansions are contemplated. Wise stewardship of the existing infrastructure is also paramount. Such stewardship must be evident in ongoing and deferred maintenance decision-making, a sound capital projects prioritization process to ensure timely and cost-effective replacement of facility life support and safety systems and equipment, while also pursuing visionary expansion initiatives.

What it includes:

- A campus build-out vision incorporating current and future structures and property
- A build-out plan addressing concept & design, communication & engagement, funding, and construction.

5-year Goal: Campus build-out completed.

Improvement Project #1: Document activity and capacity needs of the AGC/GCS enterprise.

Target: Complete by 31 Dec 2022

Metric: Additional facilities needed to meet needs determined.

Challenges:

Outcomes:

1. School Board and Elder Board agree to campus needs

Who:

Karl Bruening

When:

Dec 2022

Responsible Leader: Karl Bruening

Team members: School Board Building Committee, GCS Board, Elder Board

Improvement Project #2: Develop an overall facility expansion concept/design to meet the enterprise needs.

Target: Complete by 31 May 2023

Metric: Campus drawings/design completed

Challenges:

Outcomes:

1. Designs and story boards depicting build-out proposal

Who:

Randy Karlberg

When:

May 2023

Responsible Leader: GCS Superintendent

Team members: School Board Building Committee

Improvement Project #3: Develop an outreach/communication plan that informs, educates, and enlists the families' active participation.

Target: Complete by 31 Aug 2023

Metric: Building project communication plan completed

Challenges: Identifying varying demographics, interest groups, and most effective communication medium

Outcomes:

1. Communication plan completed

Who:

Steve Hatter

When:

Aug 2023

Responsible Leader: Superintendent

Team members: School Board Advancement Committee, Superintendent, Elder Board

Improvement Project #4: Develop a project funding strategy / plan.

Target: Complete by 31 Dec 2023

Metric: Building project funding plan.

Challenges: Identifying donor groups, articulating campus vision, generating enthusiasm

Outcomes:

1. Executable building project funding campaign

Who:

Finance Chair

When:

Dec 2023

Responsible Leader: GCS Board Finance Chair

Team members: School Board Finance Committee, AGC Finance Office, Pastor Crotts, Superintendent