

**Strategic Plan Progress Report**  
**November 2008**

**Strategic Initiative I: Ensure that we remain true to our spiritual foundations.**

1. Ensure appropriate safeguards and boundaries guarding our spiritual foundations remain secure.
  - We have held our commitment to an unwavering adherence to biblical doctrine.
  - Our leaders are godly, Spirit-filled men and women who are held accountable to the biblical qualifications of spiritual leaders.
  - We conduct an annual review of the SCS Statement of Faith with the faculty and staff and each employee signs in agreement.
  - We have been diligent in the selection process of admitting students and families to ensure they are in agreement with the theological and philosophical foundations of SCS.
  - We have held annual Praise Night worship events led by students and faculty.
2. Research and develop methods that assist faculty in introducing and integrating biblical principles into all spheres of learning.
  - We sent representative teachers to a conference on Biblical Integration who, in turn, conducted workshops with their fellow teachers.
  - Dr. Glen Shultz came to SCS to conduct a teacher seminar on Christian education, including specifics on integrating biblical principals into all spheres of learning.
  - John Rosemond spoke to our parents on the value of biblical parenting.
3. Provide increased opportunities for faculty to experience spiritual growth and vitality in their personal walk with God, enabling them to disciple students more effectively.
  - Provide in-service training for the purpose of theological sharpening.
  - We provide regular opportunities for interdepartmental meetings so that the integration of the various disciplines from a holistic biblical worldview can take place.
  - We offer a number of Bible Continuing Education Units taught by local Bible teachers and pastors.
  - The Early Education Department, Lower School and Upper School teachers attended the ACSI teacher convention. Faculty devotions are held two mornings each week with emphasis on biblical discipleship.
  - During the 2007-2008 school year LS teachers participated in Praying the Names of Jesus for a Bible CEU.
  - During the 2008-2009 school year LS teachers are participating in a Bible study (Women of the Bible) for a Bible CEU.
4. Nurture the process of spiritual transformation in the lives of our students.
  - We have a discipleship focus, seeing parents as partners in the process.
  - We evaluate all school programs to ensure students increasingly live passionate, Christ-centered lives as evidenced by:
    - Rooted and deepening faith
    - Understanding his/her giftedness for serving God

- Possession of an integrated Biblical worldview
- Wholeheartedness in all things to the glory of God
- Bearing the fruit of the Spirit
- Our school-wide goal is to participate with God in the spiritual transformation of our students by nurturing a heart of worship in and through all school activities. (Romans 12:1; John 4:23; II Cor. 3:17-18)
- During the 2007-2008 and the 2008-2009 school years, LS chapels have focused on a different fruit of the Spirit each month in an effort to help produce disciples. A variety of worship music and chapel messages have been added to the LS chapel agenda.
- A Spiritual Life Conference is held each year in September for US students.
- A longer US lunch period is allowing teachers to spend discipling time with students
- Small groups were developed during SLC with plans to utilize them periodically throughout the school year.

## **Strategic Initiative II: Continuously improve our educational programs.**

### ***Academics***

1. Maintain ACSI and SACS accreditation.
  - Teams worked to complete ACSI/SACS self study report for the 2008 accrediting team visit.
  - SCS hosted ACSI/SACS accrediting teams in February 2008. A five year reaccreditation was granted by both ACSI and SACS.
  - Teacher certification is monitored annually.
2. Establish core competencies for each academic discipline and grade level.
  - Core competencies and essential questions have been researched by various faculty members.
  - Professional development was provided on core competencies.
  - Grade level teachers worked together to develop core competencies for each grade level (K5 - 6)
  - Essential questions were added to curriculum guides and are implemented in the classroom on a daily basis for grades 2 – 6 in an effort to focus on desired student outcomes that will help to ensure that core competencies are met.
3. Expand guidance services at the middle and high school level while considering needs at the elementary level.
  - Students have been exposed to career education through various academic disciplines.
  - Guest speakers from various professions have made presentations on their professions to students at varying grade levels.
  - Coach Mo's Vocare' program is being brought to SCS each year to help juniors in the process of finding God's will for selecting a college and a vocation.

4. Review and revise our Academic Assessment Policy
  - We conducted a thorough review of all SCS academic assessment policies and developed and implemented a consistent school-wide Academic Assessment Policy and Procedure.
  - During the 2008-2009 school year the Academic Assessment Policy is being reviewed (by departments) and revised by EE-12 curriculum teams.
5. Increase research-based teaching strategies that include cross-curricular integration.
  - Teachers participate in on-going professional development in the area of best practices, teaching strategies, and cross-curricular integration. A number of faculty members have participated in workshops and seminars as well as observations at other educational institutions. Many times after participating, the faculty member presents their newly acquired information to the department faculty as a whole.
  - In regular collaboration meetings, faculty members discuss various instructional strategies and make plans for implementation.
  - In 2007, the LS was awarded the No Child Left Behind Blue Ribbon Award for obtaining reading and math scores in the top 10% of scores in the nation.
  - The US is considering making summer reading changes to coordinate and encourage summer reading by departments.
6. Expand technology to include more instructional tools for use in the classrooms and library.
  - Our technology team developed a school wide technology plan that included using technology throughout the curriculum.
  - We have acquired access to the South Carolina Streaming Video library. This has allowed our teachers to use technology as an instructional strategy in several academic disciplines.
  - A laptop, projector, and personal response system was added to the fifth grade science and history classes during the last nine weeks of the 06-07 school year.
  - A projector was added to MS science lab and the Fine Arts Center.
  - Three Promethean boards have been added to the fourth grade classrooms.
  - Classroom sets of TI-15 calculators have been added to each of the LS classrooms.
  - K to 8th web based computer curriculum has been implemented for students in grades 3 – 6.
  - Students in grades 1 – 5 participate in web based Accelerated Reader.
  - LS teachers are provided with annual subscriptions to EdHelper, a web based teacher resource.
  - Projectors were added to the US science lab and to the Band room
  - An LCD was added to the Media Arts room.
7. Research and evaluate current foreign language offerings and consider expanding them K5 – 12th grade.
  - Spanish was added to sixth grade for the 2007-2008 school year ensuring that all students in grades K5 - grade 6 are taught Spanish.
  - Latin was added for 7th and 8th grades in the 2007-2008 school year.

8. Investigate restructuring the school organization to include elementary, middle, and high school.
  - Preliminary discussions have been held by the administration.

### ***Athletics***

1. Develop a Fellowship of Christian Athletes (FCA) program.
  - Athletes and coaches have attended FCA camps during the summer.
  - FCA meetings have been held during football season, and we are exploring the possibility of having FCA meetings throughout the year.
  - An FCA Huddle is being held each Friday morning.
2. Strengthen professional development and spiritual enrichment of coaches.
  - Coaches meetings have been conducted at specific times during the year.
  - The Athletic Chaplain has been counseling individual coaches to ensure spiritual and relational growth.
  - The Athletic Director has been in constant contact with coaches during their seasons to ensure that players are maintaining spiritual, behavioral, and physical growth.
  - Post season evaluations of coaches and teams have been conducted.
  - Many coaches are attending professional clinics this spring.
3. Strengthen parental understanding and support of athletic program philosophy.
  - Many contacts have been made during the year to create a more winning and positive attitude of parents at athletic contests.
  - Pre-season parent meetings have been conducted during the year with each sport.
  - Parent surveys for each sport have been sent out. A large number have been filled out and returned.
  - The athletic handbook for 2007-2008 was being revised in order to give parents more understanding of the philosophy and operation of the athletic department.
  - Plans and contacts are being made to develop a Southside Christian School Athletic Association for parental input and assistance for the athletic department.
4. Research and evaluate the impact our athletic programs have on our student athletes.
  - Athlete surveys for each sport have been sent out and many have been filled out and returned.
  - A number of student athletes have been tested for improvements in strength, speed, and agility. Plans are being put in place to track all high school athletes.
  - Many athletes have been involved with Southside Christian School-sponsored service opportunities.

## *Fine Arts*

1. Identify and develop core competencies in each artistic discipline.
  - At most grade levels all national standards in the arts are complete. There is on-going discussion concerning standards related to public performance in the Lower School and independent singing.
  - Teachers are involved in quality in-service training every year.
  - We added a woodwind specialist in 2008-2009 to strengthen the band program.
2. Utilize current research in arts education to enhance instruction and develop a unified curriculum including cross-curricular opportunities.
  - The recommended hymn study from Lower School Bible is incorporated into the Lower School music curriculum.
3. Increase Upper School course offerings to better prepare students with a keen interest in the arts.
  - Long range plans have been submitted to administration.
  - We added a second beginner hand bell class in 2008-2009.
4. Expand extra-curricular offerings to include a wider experience in the arts for the maximum number of students.
  - We currently are involved in NFL, state Band, and Choir events and offer other ensembles as student interest supports.
  - Consideration is being given to developing an US marching band.
5. Research facility needs to maximize study in each of the artistic disciplines.
  - Long range plans have been submitted to administration.
6. Explore ways for the Fine Arts Department to support and be involved in local church ministry.
  - Small ensembles are being developed to add smaller groups to the program. This will make it easier to fit into churches.

## **Strategic Initiative III: Enhance faculty and staff morale ensuring they are well valued and professionally developed.**

1. Increase teacher compensation packages to encourage qualified teachers to apply and remain here.
  - We have researched other regional public and private school teacher salaries and benefits. We have made budgetary allocations to increase compensations packages annually for the past three years and we plan to continue doing so.
2. Provide increased professional development opportunities to upgrade teacher knowledge, skills, and methods that enhance student learning and spiritual growth.
  - We have provided a variety of in-house and outsourced training for our teachers.
  - We are using Annual Giving Program donations to provide assistance towards advanced degrees with preference given to tenured teachers.

3. Foster improved morale and value of faculty and staff.
  - We conducted research with the faculty and staff using the Best Workplace Survey and reviewed the results with them.
  - We have conducted professional development with supervisors to foster an increased sense of value among employees.
  - We instituted the Master Teacher Program to reward teachers who excel above and beyond standard expectations.
  - The LS and US faculty have been surveyed each of the past two years for their feedback regarding the school year processes.
4. Provide practical support to foster spiritual growth in our faculty and staff enabling them to be more productive and effective in ministry.
  - We provide some monetary support and Christian counseling services for employees who are experiencing a difficult time.
  - We ensure our faculty/staff are spiritually nurtured through regular devotional times and prayer.
  - We have assessed grade level planning times for all teachers in order to provide sufficient collaboration and effective lesson development.

**Strategic Initiative IV: Develop a model communications system enabling our stakeholders to fully connect with us.**

1. Create a comprehensive internal communications protocol to ensure that all decisions and issues affecting employees are well communicated.
  - We ensure that employees have access to needed information on a timely basis enabling them to communicate it to their students and parents. This is accomplished primarily through departmental meetings and internal email.
2. Create a comprehensive external communications protocol to ensure that all decisions and issues affecting parents and students are well communicated.
  - We revised and updated our website to make it more user-friendly and attractive.
  - We replaced our electronic grade book program with Edline, and have continued to expand its use as a tool for communication with current students and parents.
  - Teachers call or email parents regarding academic or behavior issues before they affect student performance.
  - We use email and some regular mail to ensure that all schools mail important information home to parents, (such as quarterly report cards), and encourage the use of post cards when appropriate.
  - We hold parent meetings as needed throughout the year to communicate important information in addition to parent/teacher conferences. The principals and superintendent also have small group meetings with parents to answer questions and provide updates.
  - Our teachers provide weekly classroom newsletters and web pages with current information for students and parents.
  - Edline is used for communicating with parents on a routine basis.

3. Improve and enhance communications with all SCS constituents.
  - We revised and enhanced our school newsletter highlighting what God is doing at SCS.
  - We launched a new and improved school webpage.
  - We have broadened our exposure in printed media publications.
  - We have been communicating on a regular basis with area pastors from where our families and students attend. Pastors are encouraged to visit the campus, to speak in chapel, and to attend athletic events.
  - A Pastor Appreciation Chapel performed by EE and LS students was held in October 2008 with approximately 100 in attendance including pastors and their wives. US student musical groups also performed.

**Strategic Initiative V: Establish our role as a vibrant community Christian school.**

1. Foster a prayer-centered mindset in all constituency groups.
  - We have made prayer a centerpiece of all that we are and do at SCS. Our capital campaign has been built upon the foundation of prayer, with our prayer team being the first priority.
  - We have recruited parents and other support groups outside the school family to pray for needs throughout school body on a regular basis.
  - The faculty and staff pray regularly for student, family and school concerns.
  - We ensure that prayer is a part of all extracurricular activities: athletics, fine arts, service, volunteer work, etc.
  - LS students participated in a chapel designated specifically to pray for the 2008 Presidential Election.
  - The LS school day is opened with an announcement time every morning. During the LS morning announcements different students pray and read a Scripture each day.
  - We pray with individual students and parents in private meetings.
  - Student led prayer efforts occur on a regular basis.
2. Communicate a consistent core philosophy of Christian education.
  - We developed a concise vision statement that addresses our core philosophy in its simplest form and is placed on publications.
  - We work to ensure all curricular and extra-curricular activities are in keeping with our core philosophy.
  - Our curriculum is filtered through a philosophy of Christian education.
3. Review admission processes to ensure they are designed to draw in families that desire to embrace and promote our core SCS philosophy.
  - We revised our admissions procedures to ensure we are enrolling families that we can partner with effectively in the Christian education of their children.
  - The program for open house events was revised to ensure that prospective families are well aware of our commitment to biblical truth.

4. Enhance community school spirit by increasing involvement of internal and external stakeholders.
  - We have developed more school spirit "cross-divisionally" (EE, LS, US) to develop a service-heart, mentorship opportunities and pride/support/recognition/enthusiasm for athletics and fine arts.
  - The addition of a football program greatly enhanced community school spirit.
  - The last two alumni gatherings have been the two largest alumni events in the history of SCS.
  
5. Partner with local churches and other ministries to serve in our community.
  - We are working with Elder Source (Genaserve) to partner with Sunrise Assisted Living for ongoing ministry.
  - Many of our athletic teams and clubs do community service projects throughout the year. Our students are involved with more than 40 community service providers in the area.
  - We are exploring ways to partner with churches and participate in their ministries (student mission trips, Fine Arts contributions in programs or worship services, etc.)
  - Faith with Feet service objectives have been added to the LS Bible curriculum guides. The LS teachers meet these objectives with participation in various class service projects.
  - LS students participate in an annual LS service project. For the 2006-2007, LS students made Thanksgiving napkin holders with Scriptures to be distributed to local Greenville County residents receiving Meals on Wheels. During the 2007-2008 school year, LS students made lap blankets and distributed them to various local and international ministries.
  - The US has conducted several service projects through area local churches.
  
6. Increase diversity within our faculty, staff and student body to reflect the Kingdom of Heaven.
  - We are seeking to partner with minority churches in the community to identify worthy applicants for open positions.
  - We recruit and hire minority faculty and staff as often as possible.
  - We seek to enroll qualified minority students.

**Strategic Initiative VI: Articulate our vision and secure the resources to reach it.**

1. Conduct an effective capital campaign to secure the needed resources to purchase the property and facilities.
  - We are in the midst of our first-ever capital campaign and it has been very successful, not only in securing the financial future of SCS, but also in broadening the support of parents, grandparents, alumni, students, faculty, friends in the community and corporate supporters of SCS.
  - We are currently planning an appreciation event for donors that will update them on the campaign and the financial progress of SCS while the campaign was underway.

2. Develop an effective Annual Giving Program.
  - We have developed an Annual Giving Program that encourages undesignated giving, so that the SCS administration has the widest latitude to direct the gifts in a way that will have the most impact. These gifts are used to provide financial assistance to worthy students, professional development for our teachers and instructional tools for our classrooms that bring learning to life.
3. Develop and launch a new website that enhances the image of SCS and provides an effective communication tool for all constituents.
  - Our webpage was developed and launched in 2005, and it has been very effective for prospective families, current families and the community.
  - Revisions and updates to the website are underway, and should be launched by the end of the current school year.
4. Fully develop the Volunteers In Partnership (VIP) program.
  - Our VIP Program was awarded the ACSI Exemplary Programs Award in 2006.
  - More than 800 volunteers have been registered through VIP.
5. Develop and implement fundraising policies for the athletic and fine arts departments.
  - Currently, our fundraising efforts are directed primarily toward the capital campaign; however, the Annual Giving Program has been very supportive of the Fine Arts Department. The Athletic Department has produced its revenue through sales.
  - With the support of the department of advancement, the athletic department also launched a profitable campaign to sell banner advertising to local businesses. The program was designed in such a way that it provides an attractive business proposition while not deterring philanthropic giving to the school.
  - In the 2008-2009 school year, we are placing renewed emphasis on the AGP.
6. Minister to our alumni.
  - We have proactively reached out to alumni for information that will keep our database current so that we are able to communicate with them efficiently and regularly.
  - Homecoming reunions have been well attended as well as enjoyable, family-oriented and convenient. The last two alumni reunions at Homecoming have been the largest alumni gatherings in the history of SCS.
  - A section of our quarterly newsletter is dedicated to Alumni.
7. Cultivate active support from the local business community.
  - As the capital campaign progresses, support will be solicited from the local business community. We have developed strong relationships with many businesses through offering athletic and yearbook advertisements.
8. Develop a Planned Giving Program.
  - Preliminary discussions have been held by the administration.
  - We are establishing relationships with financial advisors who specialize in estate planning

- We have held several meetings with current families to explore the best way to pursue gifts with the grandparents of our students.

**Strategic Initiative VII: Develop our facilities to provide an optimum environment for the execution of our mission.**

1. Create a long range master plan for property and facilities development.
  - We utilized the professional services of the Neal-Prince Architectural Group in concert with our own master planning committee to develop a 20-year master plan for future growth and development.
2. Conduct a traffic and parking analysis and develop an improvement plan.
  - We utilized the professional services of the Neal-Prince Architectural Group in concert with our own master planning committee to redesign parking and traffic flow.
  - We redeveloped our carpool system including management and supervision duties to make them more effective.
  - We changed the schedule for the US to begin classes at 8:05 a.m. which has enhanced a more consistent traffic flow.
3. Determine the best allocation and renovation of the facility after Southside Fellowship relocates.
  - We relocated offices to maximize effectiveness.
  - We made a number of aesthetic improvements to the Fellowship Mall, Corridors, paint colors, etc. (with the help of the Neal-Prince Architectural Group's School Interior Designer).
  - The US portion of the library was developed and moved to the "Fireplace Room" in 2008-2009. Also, five classrooms have been added to the US in the past two years.

**Strategic Initiative VII: Steward all God-given monetary resources according to biblical principles.**

1. Evaluate the costs of private Christian education.
  - We make annual comparisons with local and regional private and Christian schools to ensure our tuition costs are within acceptable norms.
2. Develop a five-year financial plan.
  - We developed a five-year financial plan that was used to secure the loan for the property. This plan allows for conservative enrollment, reasonable tuition increases (approx. 5% - 8% per year) and prudent fiscal management.
3. Consider membership with the Evangelical Council for Financial Accountability (ECFA).
  - After consideration by the administration, we have determined not to pursue this option. Instead, we have annual audits conducted by a professional accounting firm.