



**WILMINGTON  
CHRISTIAN SCHOOL**

## **Strategic Plan**

2013 - 2018

# Objectives for this Strategic Plan

- Establish an aligned view of the competitive educational market in which WCS participates
- Clarify & agree on aggressive but achievable goals and aspirations for WCS in this market in the next 3-5 years
- Ensure WCS mission & core values are embraced and upheld in all operations
- Confirm WCS Value Proposition needed to succeed
- Identify significant opportunities & challenges to be addressed
- Highlight key strategic alternatives to ensure success
- Develop a focused plan to target and invest in key areas critical to achieving our objectives
- Provide the foundation for employee objectives and a robust monthly managing process to track our progress

# Key Takeaways

- While Wilmington Christian School is unique and competitive with other schools in our geographic area, there are significant opportunities for improvement versus our peer group
- Segmenting the market in which we participate clarifies our role and competitive set
- Improving our school will require clarity, unity and consistency in executing our plan – “living intentionally”
- Achieving our goals and aspirations will require alignment and focus over the next 3-5 years
- Leadership-driven managing processes will be critical to ensuring success.

# WCS Mission

## MISSION:

“Instructing the Mind,

Influencing the Faith,

Impacting the Culture for  
Christ”

## GOAL:

WCS provides a **Christ-centered challenging** academic program with instruction based on the **Biblical View of God and the world**. WCS teaches, influences and encourages each student to effectively integrate Biblical truth into his/her daily life and **to impact the culture for Christ**

## ASPIRATION:

- WCS is the **clear choice** for Christian Education.
- WCS is a **“Benchmark School”** in Academics, Athletics, Arts & Advancement in our region and beyond
- WCS students consistently integrate a Biblical World-view into their **daily life**
- WCS enrollment is **2X 2013 levels** WCS is considered in the **Top Tier** of Private Schools in our area

# WCS Core Values

Core Values	Definition
Biblical World View	<p><i>“You will keep in perfect peace him whose mind is steadfast, because he trusts in you.” - Isaiah 26:3</i></p> <p>A worldview is the framework from which we view reality and make sense of life and the world. It is an ideology, philosophy, theology, movement or mindset that provides an overarching approach to understanding God, the world and man's relations to God and the world. Having a biblical worldview is developing a perspective of thinking and living based on an understanding of who God is, and how life is held together in Jesus Christ.</p>
Unity	<p><i>“...to prepare God’s people for works of service, so that the body of Christ may be built up until we reach the unity in the faith and in the knowledge of the Son of God and become mature...” - Ephesians 4:12-13</i></p> <p>Christian education at Wilmington Christian School values the unity of believers in witness to the creation, revelation, redemption, and restoration of this biblical perspective in this next generation. It is the “unity of the Spirit, in the bond of peace,” that forms the basis of community among those who serve and embrace Christian education.</p>
Respect	<p><i>“Show proper respect to everyone: Love the brotherhood of believers, fear God, honor the King.” – 1 Peter 2</i></p> <p>Respect forms the backdrop for the four basic relationships fostered by a biblical worldview, and is inherent in the operation of Wilmington Christian School through respect for God, for others, for self, and for the created world. When these are lived out in a caring, nurturing relationship, God is honored and life goes well.</p>

# Critical Imperatives to Succeed

“... and Jesus increased in wisdom and stature and in favor with God and man.” – Luke 2:52

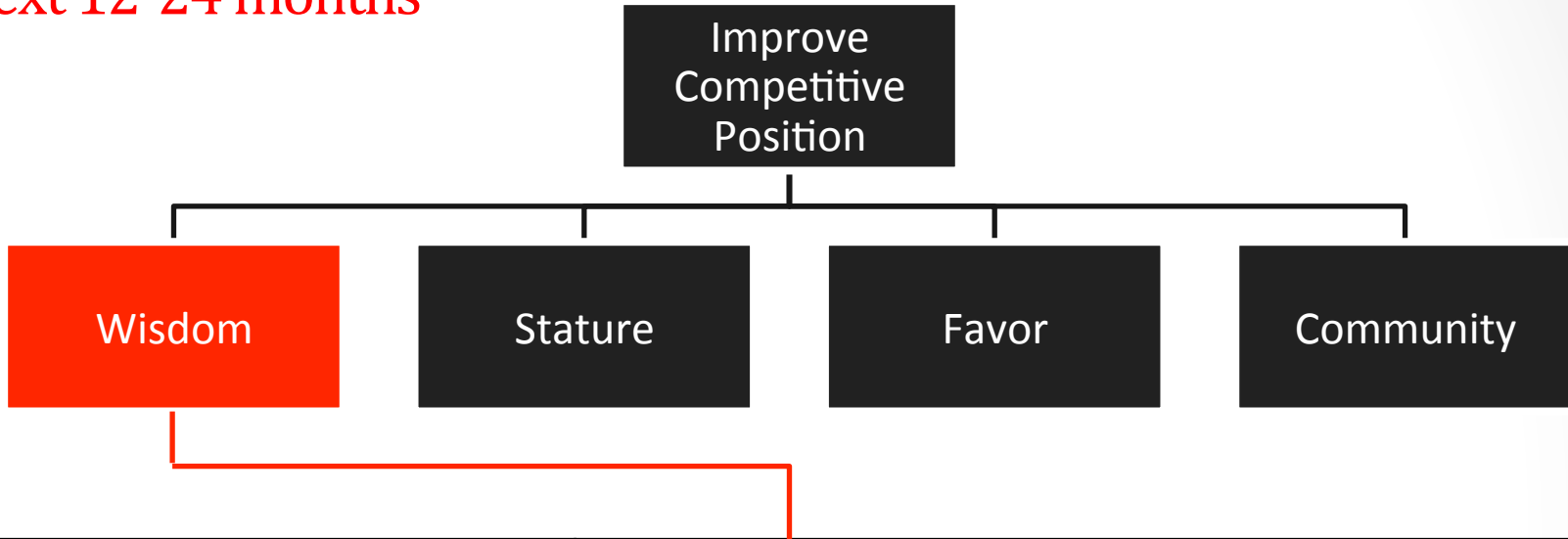
Area	Description	Imperatives
<b>Wisdom</b> <i>Academics</i>	WCS will enhance its distinctive learning environment in knowledge, wisdom and understanding, with curriculum enrichment and presentation engagement.	<ul style="list-style-type: none"> <li>• Curriculum upgrades &amp; expansion</li> <li>• Expansion &amp; enrichment of LSS</li> <li>• Technology Integration</li> <li>• Professional Development</li> </ul>
<b>Stature</b> <i>Athletics &amp; Arts</i>	WCS will develop programs and facilities that will enrich our co-curricular programs, increasing the quality of our artistic, athletic and student activity offerings	<ul style="list-style-type: none"> <li>• Build competitive facilities</li> <li>• Expansion of Program Offerings</li> <li>• Leadership &amp; Booster Development</li> </ul>
<b>Favor</b> <i>Spiritual</i>	WCS will increase the vitality, leadership, service and mission opportunities that comprise the spiritual dimension of our school.	<ul style="list-style-type: none"> <li>• Increased Mission &amp; Service Opportunities</li> <li>• Bible Curriculum Improvement</li> <li>• Leadership Development</li> </ul>
<b>Community</b> <i>Advancement</i>	WCS will engage the broader school community and supporters by building better relationships with parents, alumni, supporters and friends, reaching out and drawing them in to the WCS culture.	<ul style="list-style-type: none"> <li>• Establish Sustainable Advancement Program &amp; Leadership</li> <li>• Improve “Community of Faith” Relations</li> <li>• Improved Marketing &amp; Brand Awareness</li> </ul>

# PROPOSED THREE GROWTH HORIZONS

	<u>Generation I (0-2 years)</u>	<u>Generation II (2-5 years)</u>	<u>Generation III (+8 years)</u>
	Improve Competitive Position (Gap Closing)	Increase Brand Awareness & Share	<i>Aspiration</i> Benchmark School
<b>Stake</b>	550-600	700	1000
<b>Opportunity (Why)</b>	WCS is a very strong Christian School, but there are currently a number of important competitive gaps versus other schools in our area. We must first establish an equal footing competitively before we can seek to expand our reach.	WCS has frequently been described as the “Best Kept Secret” in the area. Limited resources & business capabilities have prevented robust and effective marketing of the school and impacted share. In addition, market trends against private & public school create headwinds for sustained growth.	To achieve the mission of “impacting the culture for Christ”, WCS must never be content with the number of students it impacts. Aspiring to become a Top Tier school that others benchmark against will increase the span of influence WCS will have for Christ.
<b>Outcomes (What)</b>	<ul style="list-style-type: none"> <li>• Maintain focus to constantly enhance spiritual development</li> <li>• Improve competitiveness of academic programs through expansion and technology</li> <li>• Establish programs to target specific student populations &amp; incent enrollment</li> <li>• Bring co-curricular activity offerings up to competitive standards</li> <li>• Establish sustainable advancement program to enable growth</li> </ul>	<ul style="list-style-type: none"> <li>• Improve Business (Marketing &amp; Sales) capabilities at WCS</li> <li>• Develop sustainable efforts to improve market awareness and leverage best practices geographically and nationwide.</li> <li>• Establish programs to target specific student populations &amp; incent enrollment</li> <li>• Improved engagement with area churches</li> </ul>	<ul style="list-style-type: none"> <li>• WCS reputation &amp; Biblical World-view broadly known in our region and beyond</li> <li>• Expanded school footprint including Satellite school potential</li> <li>• Waiting list for enrollment</li> <li>• Ongoing interaction &amp; participation with area churches</li> <li>• Partnerships with Regional/Christian Colleges &amp; Universities</li> </ul>
<b>Plan (How)</b>	<ul style="list-style-type: none"> <li>• Increased spiritual development opportunities for students</li> <li>• Targeted marketing/sales efforts to increase enrollment in Elementary &amp; Middle Schools</li> <li>• Curriculum updates across the board and expansion of AP/College Prep offerings (incl Foreign Lang, etc.)</li> <li>• Improved athletic facilities &amp; expanded programs in athletics &amp; arts</li> <li>• Invest in Sustainable Advancement Program</li> <li>• Establish sustainable compensation program to attract &amp; maintain talent.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish Business Function at WCS to improve brand awareness in the area</li> <li>• Merit scholarship programs to market our school &amp; attract talent</li> <li>• Frequent promotion of co-curricular accomplishments</li> <li>• Continued expansion &amp; improvement of academic, athletic &amp; arts</li> <li>• Advancement track record established that can be relied upon</li> </ul>	<ul style="list-style-type: none"> <li>• Biblical Worldview broad impact in our area</li> <li>• Sustained growth planning capabilities to include acquisitions, partnerships &amp; alliances</li> <li>• Top Talent recruiting and development ongoing</li> <li>• Thought Leadership events in the community to further the message on Christian education &amp; attract students</li> <li>• Curriculum leverage to other schools</li> </ul>

# Wisdom Objectives

Next 12-24 months

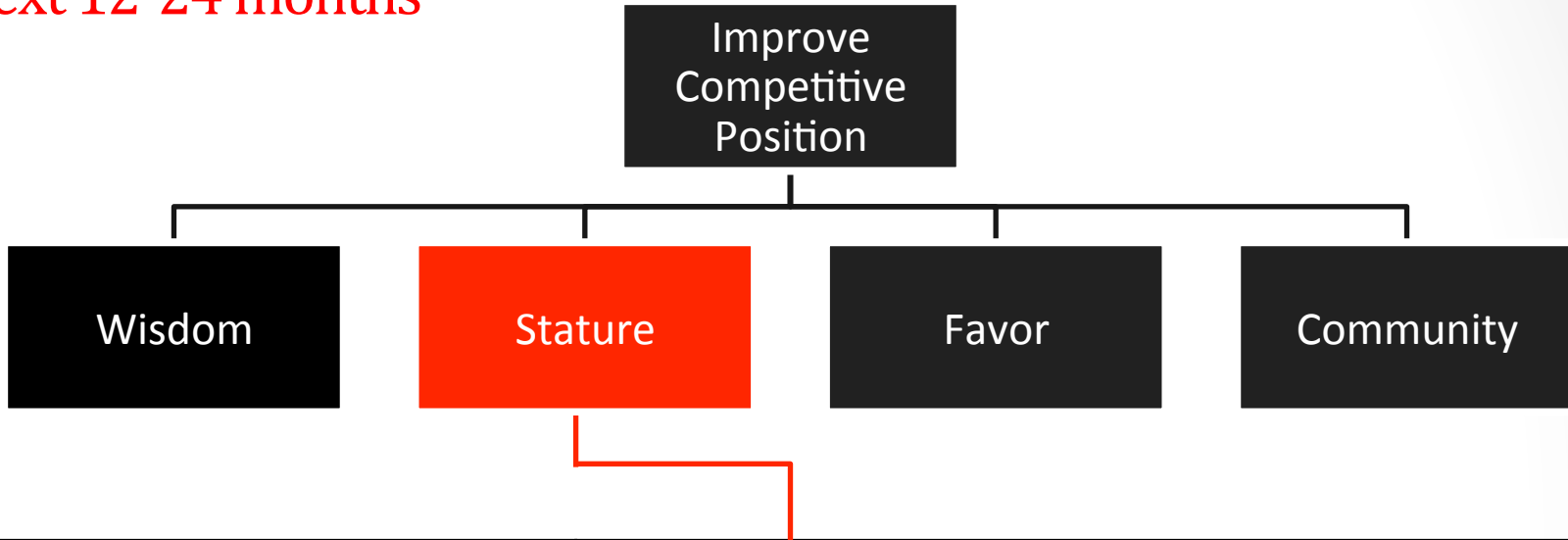


Imperatives	Critical Operating Tasks
Curriculum upgrades & expansion	<ul style="list-style-type: none"><li>• STEM Expansion</li><li>• AP Course Expansion</li><li>• Evaluate &amp; Improve ES “Specials”</li></ul>
Expansion & enrichment of LSS	<ul style="list-style-type: none"><li>• Addition of Learning Enrichment Program (LEP)</li></ul>
Technology Integration	<ul style="list-style-type: none"><li>• Expand Use of Technology in the Classroom</li><li>• Curriculum enhancement through technology</li><li>• Development of on-line/distance learning</li></ul>



# Stature Objectives

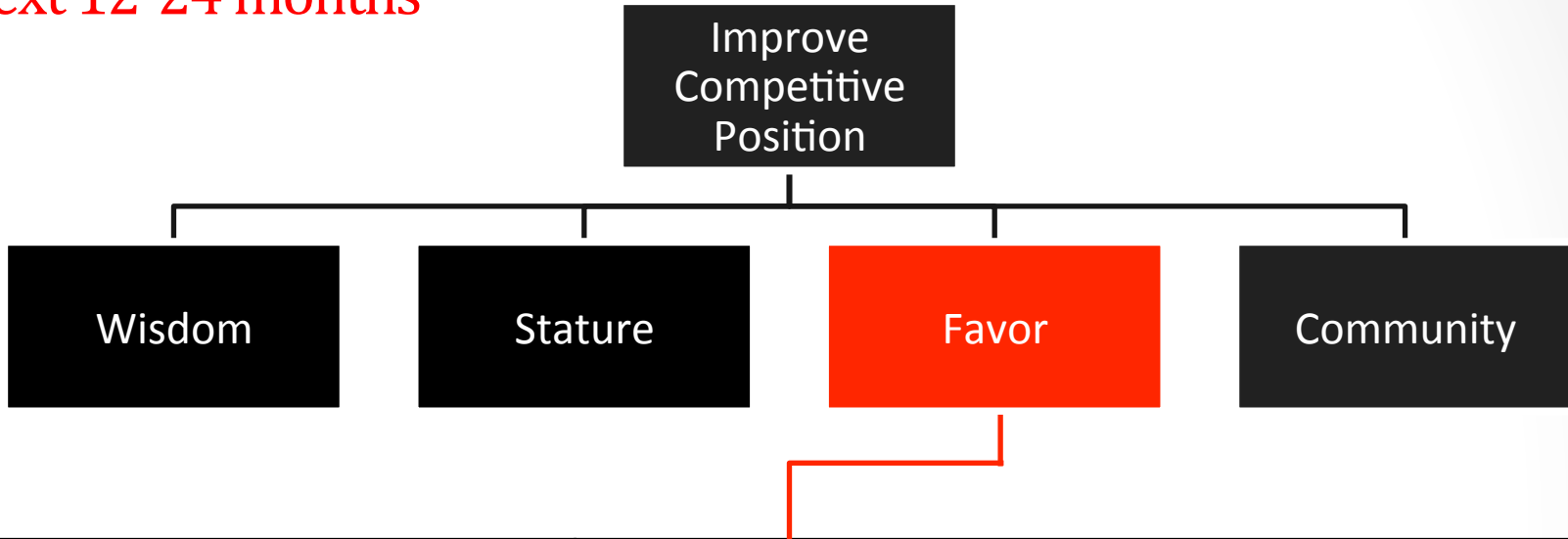
Next 12-24 months



Imperatives	Critical Operating Tasks
Build competitive facilities	<ul style="list-style-type: none"><li>• Expand visual arts facilities</li><li>• Fine Arts Center enhancement</li><li>• Field Development: turf/baseball</li></ul>
Expansion of Program Offerings	<ul style="list-style-type: none"><li>• Develop Strings Program</li><li>• Develop Sports Camps</li><li>• ES Athletic Program</li></ul>
Leadership & Booster Development	<ul style="list-style-type: none"><li>• Sports Leadership (coaches)</li></ul>

# Favor Objectives

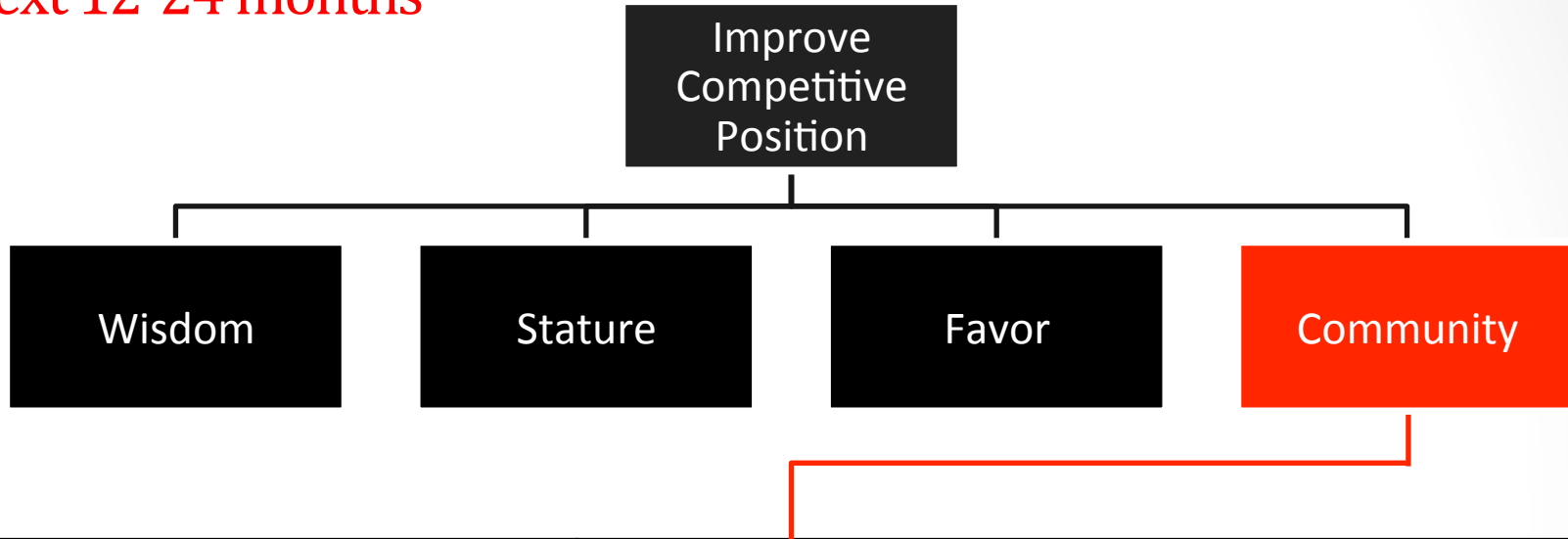
Next 12-24 months



Imperatives	Critical Operating Tasks
Increased Mission & Service Opportunities	<ul style="list-style-type: none"><li>• Expand service opportunities &amp; in-school spiritual life activities</li></ul>
Bible Curriculum Improvement	<ul style="list-style-type: none"><li>• Evaluate Course Offerings &amp; Develop Improvement Plan</li></ul>
Leadership Development	<ul style="list-style-type: none"><li>• Working with Athletics to enhance our student leadership program &amp; opportunities</li></ul>

# Community Objectives

Next 12-24 months



Imperatives	Critical Operating Tasks
<ul style="list-style-type: none"><li>• Establish Sustainable Advancement Program &amp; Leadership</li></ul>	<ul style="list-style-type: none"><li>• Establish appropriate staffing level for Advancement</li><li>• Develop Advancement Program</li></ul>
<ul style="list-style-type: none"><li>• Improve “Community of Faith” Relations</li></ul>	<ul style="list-style-type: none"><li>• Establish Alumni Relations Program</li></ul>
<ul style="list-style-type: none"><li>• Improved Admissions, Marketing &amp; Brand Awareness</li></ul>	<ul style="list-style-type: none"><li>• Reorganize admissions &amp; marketing function to be more effective</li><li>• Targeted marketing/sales efforts to increase enrollment in Elementary &amp; Middle Schools</li></ul>

# Core Capabilities to Succeed

- People

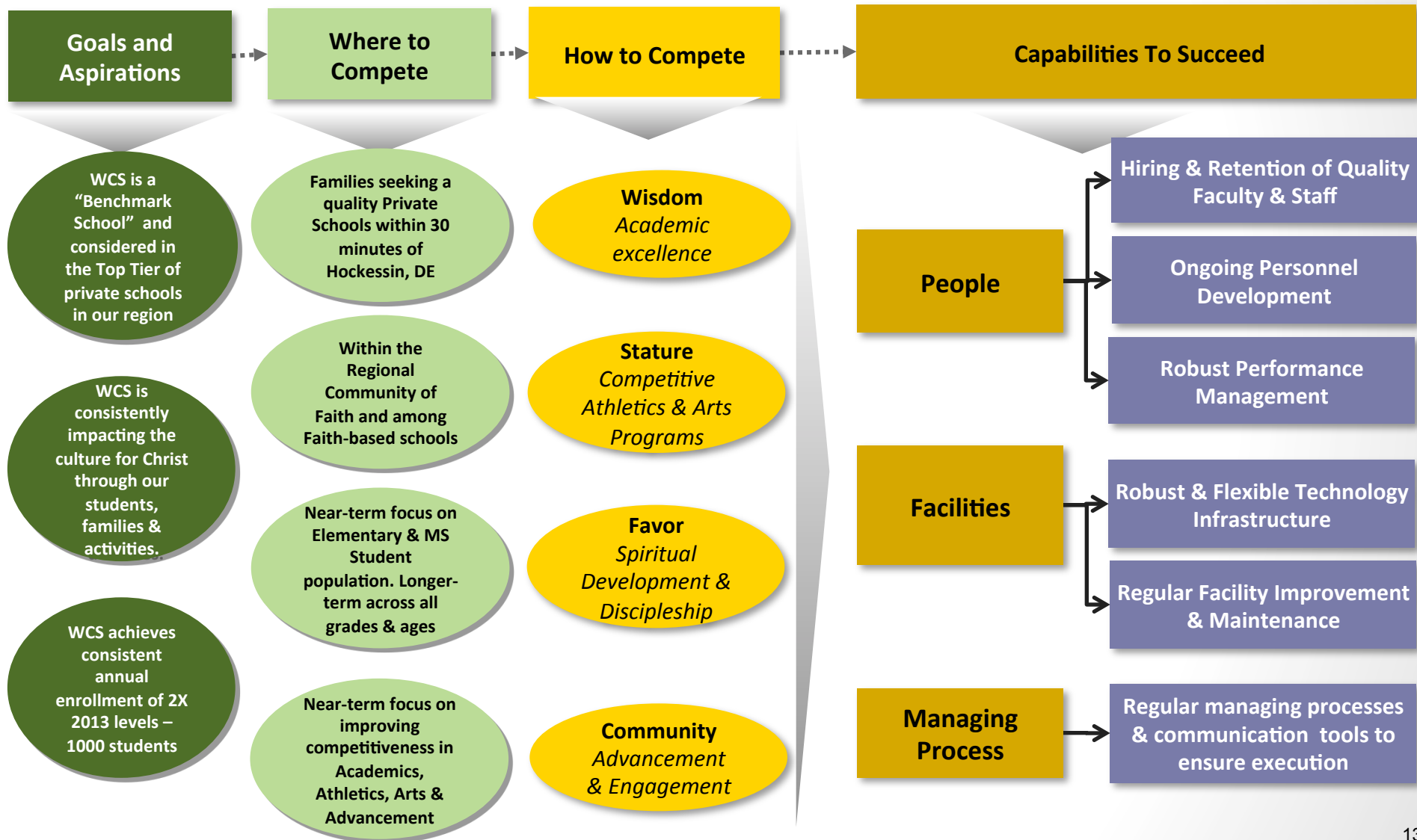
Imperatives	Critical Operating Tasks
Targeted New Roles	<ul style="list-style-type: none"><li>• Advancement Director Role</li></ul>
Personnel Development	<ul style="list-style-type: none"><li>• Training for new teachers</li><li>• Degree enhancement</li><li>• Individual Performance Management</li></ul>
Compensation	<ul style="list-style-type: none"><li>• Compensation policy/approach</li><li>• Directorship Levels</li><li>• Supplemental Pay Scales</li></ul>

- Facilities

Imperatives	Critical Operating Tasks
School-wide Technology Infrastructure	<ul style="list-style-type: none"><li>• Integrated IT System</li><li>• Business Directory</li></ul>
Facility Improvements/ Maintenance	<ul style="list-style-type: none"><li>• ES Gym Floor</li><li>• ES Playground water management</li><li>• Parking Lot repavement</li></ul>

## WCS Mission

WCS provides a **Christ-centered, challenging**, academic program with instruction based on the **Biblical View of God and the world**. WCS teaches, influences and encourages each student to effectively integrate Biblical truth into his/her daily life and **to impact the culture for Christ**





WILMINGTON  
CHRISTIAN SCHOOL