

GCCS Draft Strategic Plan 2023-2026

Introduction

This Strategic Plan has been developed following a period of significant change for the school, both with the COVID-19 pandemic and several changes in the leadership team. The previous strategic plan was created in 2016 to guide the next 3 years, but continued to be used as a guide, when Board and leadership capacity permitted, through to 2022. A 12-18 month interim strategic plan for 2022-23, based on the 2016-2019 strategic plan, was created in Spring 2022 by the 2021-2022 Board of Directors.

This Strategic Plan will guide the Board of Directors and GCCS administration and staff over the next three years to set priorities, and fulfill the school's mission, "to nurture, educate and inspire students in Christ-centred learning" through a focus on three pillars: high-quality, Christ-centred educational experience; careful stewardship of our resources; and growing Christian community. There is a strong desire to ensure that our work is Christ-centred. The Board, Administration and staff will work to ensure meaningful growth in the areas of enrollment and community building, and guide work to ensure the sustainability and accessibility of GCCS in the years to come.

The school mission, "to nurture, educate and inspire students in Christ-centred learning" is the foundation for this plan. In addition to the mission, a 10 year vision statement was created in 2016, which this plan seeks to continue: "Over the next 10 years, GCCS will grow into a school that is remarkably innovative, effective and welcoming, particularly given its relatively small size and affordable price point. Its staff will be recharged and retooled to build the Christian character and academic skills of its graduates and to make a positive impact through service to its community. The school will be resourced to optimize the use of its facility and land, in ways that enhance student learning. The school will be known for being well led and well run. Its community will be widely and accurately aware of the school and will therefore speak well of it."

The Process

This plan is the culmination of work by a committee made up of the GCCS community, staff members and leaders, and representatives of the Board of Directors, guided through the process by a strategic planning facilitator. Appointees from the Board of the Directors and the Principal led the process internally and gathered feedback and information from the GCCS community, staff, and other stakeholder groups through surveys, a workshop facilitated at the 2022 Fall General Meeting, focus groups and a review of essential documents. This group of directors and Principal have also worked to review the information, edit the work of the committee and engage with Sage Solutions to review, refine and draft the Strategic Plan.

The Next Three Years

As this plan is implemented, the Board of Directors, administration and staff will create yearly working plans to ensure the goals and objectives are met over the three-year period. Updates regarding the status of this plan will be communicated in the coming years through General Meetings, emails and initiative introductions.

Moving forward, questions related to each pillar, such as “to what extent is this contributing to a high-quality, Christ-centred educational experience” will help to inform decision making related to potential new initiatives or changes.

Strategic Pillars	Goals	Objectives
1. High-quality, Christ-centred Educational Experience	1.1 Ensure high-quality and Christ-centred education	1.1.1 Obtain, share and use feedback annually from high schools, parents, alumni and grade nine and ten students on graduates’ transition and performance to help identify gaps and strengths
		1.1.2 Share the graduate profile with staff, and prospective and current families to ensure positive marketing and adjustment of educational experience where necessary.
		1.1.3 Meet or exceed provincial academic standards / MAP Testing norms and other benchmarks available
	1.2 Implement a framework for high-quality & Christ-centred learning	1.2.1 Implement the Teaching for Transformation framework
	1.3 Implement a framework for high-quality & Christ-centred leadership	1.3.1 Develop school-wide leadership teams including across grades (recycling, audio/visual, etc.) and provide opportunities for the students to be more involved (on a committee or in other areas of school leadership such as meeting with new families and assisting with school tours etc..)
	1.4 Increase love and respect for diversity in curriculum and teaching	1.4.1 Explore the feasibility of a program for students with a developmental delay or develop proper supports to allow for students with disabilities and special needs to be a part of our school
		1.4.2 Ensure curriculum in all subjects (preschool to grade 8) adequately represents histories, discoveries and teachings of diverse backgrounds while maintaining a Christian worldview
		1.4.3 Develop an implementation plan for curriculum and teaching guided by the Love and Respect document

2. Careful Stewardship Steward all resources with purpose, creativity and transparency, to ensure generational access to GCCS	2.1 Sustain strong financial stewardship	2.1.1 Strive towards a balanced budget each fiscal year.
		2.1.2 Establish a Director of Community Engagement position that steadily increases the percentage of non-tuition revenue year over year to a goal of 20% (over 3 years)
		2.1.3 Implement a strategy for Alumni Engagement to maintain stronger connections and increase giving, year over year.
		2.1.4 Grow the bursary fund by 50% over 3 years to support more families and/or the amount of support.
	2.2 Engage and equip staff and leaders to fulfill our mission	2.2.1 Monitor staff well-being annually and support through action plans based on needs and results.
		2.2.2 Evaluate the technology used at GCCS and create a plan to improve, increase and update technology as required.
	2.3 Increase enrolment through promotions and development	2.3.1 Purposefully increase school enrolment by 20% through active promotion and recruitment, over 3 years.
		2.3.2 Promote Kindergarten to Grade 4 to increase enrolment in these classes by 30%, over 3 years.
		2.3.3 Investigate and pursue an additional community of international students, in addition to Korean, to achieve enrolment of new families from other countries.
	2.4 Ensure Stewardship of Facilities	2.4.1 Increase rental and other use income by 10%, over 3 years, through community engagement and promotions
		2.4.2 Identify environmental initiatives to support energy, water and waste savings and improved stewardship.
		2.4.3 Maintain the facility in good condition and create a multi-year plan for facility improvement and development.

3. Growing Christian Community	3.1 Build community leaders in the students through community engagement such that Guelph would see Christ in them.	3.1.1 Complete 3 community service projects per class per year (including one that has an international focus) while ensuring our commitment to impactful, age-appropriate service experiences for each student each year.
		3.1.2 Involve at least one external community leader in each classroom each year, to build positive community connections.
	3.2 Reflect the love of Christ in the GCCS culture and classrooms so that students have a strong sense of belonging to Christian community	3.2.1 Develop a strong program to support the mental health needs of GCCS students. by expanding counseling services for students and their families and providing training for staff to more fully support the mental health of their students.
		3.2.2 Communicate opportunities for alumni to be involved at the school at least three times per year to maintain and strengthen relationships and offer opportunities to volunteer, if interested.
		3.2.3 Strengthen engagement with the school such that 75% of enrolled families are represented at meetings and 55% of enrolled families are represented in membership, over 3 years.
		3.2.4 Enfold international families present in the school more intentionally into the school community through 2 specific inclusive events each year
	3.3 Promote GCCS to the Christian community in Guelph so that they would consider it as an educational option	3.3.1 Promote GCCS within current and prospective feeder church communities at least once per year per church, with an emphasis on high enrollment congregations.
		3.3.2 Measure families' satisfaction with the school experience once every two years and promote the results to the broader community.