



**Strategic Plan**  
**Maranatha Christian Schools**  
*2014 – 2017*

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## **Vision**

Transformed lives ... Transforming the world (Romans 12:1-2; Joshua 1:1-9)

## **Core Values**

As we experience God's unique love for us, we learn to love one another (1 John 4:7-11) and to

1. Live Biblical Truth – Holding to and living out the unchanging Word of God in an ever-changing world (Matthew 24:35)
2. Honor Relationships – Valuing and cultivating relationships, recognizing everyone's unique role in the body of Christ (1 Corinthians 12:25-26)
3. Experience Sonship – Living as God's sons and daughters in His unconditional love and grace (Romans 8:14-17)
4. Practice Servant-Leadership – Leading by Christ's example as shepherds, placing the interests of others before our own (1 Peter 5:2-4)
5. Seek Unity – Pursuing oneness of spirit through humility and selflessness, as Christ modeled for us (Philippians 2:2-11)
6. Pursue Excellence – Whole-heartedly seeking excellence in everything (Colossians 3:23)

## Mission

Maranatha Christian Schools is a Christ-centered learning community where students *experience* God's love, are *equipped* to fulfill God's unique call and purpose, and *excel* in their God-given potential through academics, arts, and athletics.

## Mission Priorities

**Maranatha Preschool** lives out this mission by partnering with parents to provide a learning environment that prepares each student developmentally in their spiritual, cognitive, physical, social, and emotional maturity.

**Maranatha Elementary School** lives out this mission with effective and nurturing teachers who build a strong academic and spiritual foundation to prepare students for lifelong success.

**Maranatha Junior High School** lives out this mission by having students complete a Christ-centered, rigorous set of academic courses, and participate in a wide variety of character shaping co-curricular activities including the arts, sports, student government, and missions.

**Maranatha High School** lives out this mission through a relational, involved, and faithful teaching staff who guide student learning through a rigorous curriculum with a variety of co-curricular and academic activities in an environment that provides mentoring through low teacher-student ratios.

### **Three-Year Strategic Vision**

MCS is an authentic Christ-centered learning community, passionate in pursuit of our mission and clear in our identity as we build a premier college preparatory program with outstanding faculty, staff, and facilities.

### **Three-Year Strategic Themes**

***By June 2017, MCS will have:***

1. Unity and identity around a clear vision, with strong leadership that inspires everyone to participate in their place and calling.
2. A clear and compelling brand that is marketed effectively to current and prospective stakeholders.
3. An authentic Christian culture among students that features school-wide discipleship, encouraging relationships, and robust school spirit.
4. A growing high school with expanded curricula and programs that promote innovative learning and optimal college readiness.
5. The financial resources required to attract and retain exceptional staff and fund strategic growth.
6. Expanded facilities according to a comprehensive campus development plan that supports growth in academics, arts and athletics.

## *Maranatha Christian Schools Strategic Plan Executive Summaries*

### STRATEGIC THEME #1

By June, 2017, MCS will have unity and identity around a clear vision, with strong leadership that inspires everyone to participate in their place and calling.

#### Exemplifies Core Values

**Seeking Unity** is one of our core values. Inspiring everyone to participate in their place in calling allows us to **Honor Relationships** and **Pursue Excellence**.

#### Aligns with Mission

Strong leadership and unity around a clear vision will strengthen the MCS community and enable us to fulfill our mission to see students *experience* God's love, be *equipped* to fulfill God's unique call and purpose, and *excel* in their God-given potential.

#### Achieves Vision

Unity around a clear vision is necessary for MCS to realize its aim to transform lives.

| Annual Performance Metrics |  | Date              |
|----------------------------|--|-------------------|
| <b>2014-15-A</b>           | All staff able to articulate our mission and identify how they are carrying it out in their role.                              | May 31, 2015      |
| <b>2014-15-B</b>           | Clearly define our target student population and adjust our admissions standards.  | October 1, 2014   |
| <b>2014-15-C</b>           | Establish performance management metrics for senior leadership that support execution of the strategic plan.                   | September 1, 2014 |
| <b>2014-15-D</b>           | Provide resources and strategies to help senior leadership successfully execute strategic plan.                                | June 30, 2015     |
| <b>2015-16-A</b>           | All recruiting, hiring, training, and retention of staff will directly incorporate and reflect our mission, vision and values. | June 30, 2016     |
| <b>2015-16-B</b>           | Growing awareness amongst our parents and students to articulate our mission and know their role in MCS.                       | May 31, 2016      |
| <b>2015-16-C</b>           | Design a comprehensive leadership development plan for implementation in 2016-17.  | June 30, 2016     |

| Driving Force |  | Critical Indicators to Monitor  |
|---------------|--|---|
| 1             | There will be no significant actions by students or staff that reflect negatively on the school within our community | Life of the school, spirit, culture and attitudes that could undermine the goal |

## **Maranatha Christian Schools Strategic Plan Executive Summaries**

### **STRATEGIC THEME #2**

By June, 2017, MCS will have a clear and compelling brand that is marketed effectively to current and prospective stakeholders.

#### **Exemplifies Core Values**

A clear and compelling brand will help us to **Honor Relationships** and **Pursue Excellence**, which will strengthen and expand our relationships with current and prospective stakeholders.

#### **Aligns with Mission**

Stronger relationships with current and prospective stakeholders will strengthen the MCS community and enable us to fulfill our mission to see students *experience* God's love, be *equipped* to fulfill God's unique call and purpose, and *excel* in their God-given potential.

#### **Achieves Vision**

Stronger relationships with current and prospective stakeholders who understand and are passionate about our unique program will enable MCS to realize its aim to transform lives.

| <b>Annual Performance Metrics</b> |  | <b>Date</b>    |
|-----------------------------------|--|----------------|
| <b>2014-15-A</b>                  | Create a comprehensive set of branding components and a communication strategy tested and specific to targeted audiences.            | March 31, 2015 |
| <b>2014-15-B</b>                  | Using the branding platform, expand exposure to the San Diego community through direct communications, media, community events, etc. | June 30, 2015  |
| <b>2015-16-A</b>                  | Integrate branding platform into all internal and external communication.  | June 30, 2016  |
| <b>2015-16-B</b>                  | As a result of branding platform and outreach, increase enrollment and expand partnering programs.                                   | June 30, 2016  |

| <b>Driving Force</b> |  | <b>Critical Indicators to Monitor</b>   |
|----------------------|--|---|
| 1                    | There will be no significant actions by students or staff that reflect negatively on the school within our community | Life of the school, spirit, culture and attitudes that could undermine the goal |
| 2                    | There will be no catastrophic event that will damage our image with stakeholders                                     | School's PR   |
| 3                    | There will be a customer base for our product, we will see no decrease in enrollment                                 | Focus groups, community surveys, industry trends, regional demographics         |
| 4                    | There will be no significant changes in colleges admission standards that will negatively impact our                 | College admission trends  |

| Driving Force |  | Critical Indicators to Monitor                       |
|---------------|--|--|
|               | graduates' ability to be accepted to leading colleges and universities                             |  |
| 5             | Regional public schools will not change philosophy of education in ways that impact our enrollment | Regional and state public educational policy changes |

## *Maranatha Christian Schools Strategic Plan Executive Summaries*

### STRATEGIC THEME #3

By June, 2017, MCS will have an authentic Christian culture among students that features school-wide discipleship, encouraging relationships, and robust school spirit.

#### Exemplifies Core Values

An authentic Christian culture among students allows us to ***Live Biblical Truth, Honor Relationships, Experience Sonship, Practice Servant-Leadership, and Seek Unity.***

#### Aligns with Mission

An authentic Christian culture among students is necessary for us to fulfill our mission to see students *experience* God's love, be *equipped* to fulfill God's unique call and purpose, and *excel* in their God-given potential.

#### Achieves Vision

An authentic Christian culture among students is necessary for MCS to realize its aim to transform lives.

| Annual Performance Metrics |   | Date              |
|----------------------------|---|-------------------|
| <b>2014-15-A</b>           | Redirect ASB mission and vision so that ASB plays key leadership role in developing an authentic Christian culture. | December 15, 2014 |
| <b>2014-15-B</b>           | Increase practice of school-wide prayer and worship.  | June 30, 2015     |
| <b>2014-15-C</b>           | Establish task force and develop a plan to enhance and promote school spirit.                                       | October 31, 2014  |
| <b>2015-16-A</b>           | Student-to-student discipleship program is being lived out in high school, junior high and elementary divisions.    | June 30, 2016     |
| <b>2015-16-B</b>           | Measurable increase in student-initiated and student-led prayer, worship and community outreach.                    | June 30, 2016     |
| <b>2015-16-C</b>           | Intentionally monitor and measure an increase in relationships, fellowship and authentic Christian culture.         | June 30, 2016     |
| <b>2015-16-D</b>           | Measurable increase in school spirit.   | June 30, 2016     |

| Driving Force |   | Critical Indicators to Monitor             |
|---------------|---|--|
| 1             | We will not see an increase in students who have a negative impact on school spirit/culture | School culture studies, discipline reports |
| 2             | Athletic teams will contribute to a positive school spirit                                  | Sports records, AD performance             |
| 3             | We will not be significantly impacted by external changes in Christian culture/perception   | Cultural trends, regional trends           |

## **Maranatha Christian Schools Strategic Plan Executive Summaries**

### **STRATEGIC THEME #4**

By June, 2017, MCS will have a growing high school with expanded curricula and programs that promote innovative learning and optimal college readiness.

#### **Exemplifies Core Values**

A growing high school with expanded curricula and programs enables us to better equip our students to **Live Biblical Truth** and **Pursue Excellence**.

#### **Aligns with Mission**

A growing high school with expanded curricula and programs is essential to allow us to *equip* students to fulfill God's unique call and purpose and *excel* in their God-given potential.

#### **Achieves Vision**

Growth in our high school and expanded curricula and programs will help us realize the transformation in the lives of our students that we desire to see.

| <b>Annual Performance Metrics</b> |   | <b>Date</b>       |
|-----------------------------------|---|-------------------|
| <b>2014-15-A</b>                  | Complete a comprehensive High School SWOT analysis and prepare an action plan based on the findings of the SWOT analysis. | December 15, 2014 |
| <b>2014-15-B</b>                  | Begin to execute action plan with measurable results in key areas identified in the action plan.                          | May 30, 2015      |
| <b>2015-16-A</b>                  | Increase High School enrollment through both improved retention and new enrollment.                                       | September 1, 2015 |
| <b>2015-16-B</b>                  | Review SWOT analysis and update action plan based on progress.  | May 30, 2016      |

| <b>Driving Force</b> |  | <b>Critical Indicators to Monitor</b>                                   |
|----------------------|--|---|
| 1                    | No significant economic downturn   | Economic trends both regionally and nationally                          |
| 2                    | There will be a customer base for our product, we will see no decrease in enrollment | Focus groups, community surveys, industry trends, regional demographics |
| 3                    | Competition from regional schools will not negatively affect enrollment              | Regional school enrolment trends, program offerings, etc.               |

## **Maranatha Christian Schools Strategic Plan Executive Summaries**

### **STRATEGIC THEME #5**

By June, 2017, MCS will have the financial resources required to attract and retain exceptional staff and fund strategic growth.

#### **Exemplifies Core Values**

Having the necessary financial resources will allow us to *Pursue Excellence* and *Honor Relationships*.

#### **Aligns with Mission**

Adequate financial resources will make it possible for us to attract and retain the outstanding staff required to fulfill our mission to see students *experience* God's love, be *equipped* to fulfill God's unique call and purpose, and *excel* in their God-given potential.

#### **Achieves Vision**

Students' lives will be transformed through relationships with exceptional and inspiring Christian educators and staff.

| <b>Annual Performance Metrics</b> |   | <b>Date</b>     |
|-----------------------------------|---|-----------------|
| <b>2014-15-A</b>                  | Conduct a thorough development assessment and create a development plan for 2014-15.  | August 30, 2014 |
| <b>2014-15-B</b>                  | Implement the development plan, incorporating the branding platform as it becomes available, and increase development funding to exceed amount raised in 2013-14.                       | June 30, 2015   |
| <b>2015-16-A</b>                  | Based on 2014-15 results, create a three-year development strategy that will secure the financial resources required to attract and retain exceptional staff and fund strategic growth. | July 31, 2015   |
| <b>2015-16-B</b>                  | Prepare for and execute a capital campaign that will be sufficient to fund the campus development plan.   | June 30, 2016   |

| <b>Driving Force</b> |   | <b>Critical Indicators to Monitor</b>          |
|----------------------|---|--|
| 1                    | There will be no significant economic downturn                                    | Economic trends both regionally and nationally |
| 2                    | We won't be seriously impacted by a growth in anti-Christian sentiment regionally | Regional attitudes and trends                  |
| 3                    | Parents will be willing to pay tuition increases                                  | Enrollment, parent surveys/interviews          |

| Driving Force |   | Critical Indicators to Monitor |
|---------------|---|--------------------------------|
| 4             | We will see an increase in funding outside of tuition (donations) | Development results            |

## ***Maranatha Christian Schools Strategic Plan Executive Summaries***

### **STRATEGIC THEME #6**

By June, 2017, MCS will have expanded facilities according to a comprehensive campus development plan that supports growth in academics, arts and athletics.

#### **Exemplifies Core Values**

Expanded facilities to accommodate our growing programs in academics, arts and athletics will help us to ***Live Biblical Truth*** and ***Pursue Excellence***.

#### **Aligns with Mission**

Expanded facilities will enhance our ability to fulfill our mission to see students *equipped* to fulfill God's unique call and purpose and *excel* in their God-given potential.

#### **Achieves Vision**

Expanded facilities will be an important component of an educational environment where students' lives will be transformed.

| Annual Performance Metrics |  | Date          |
|----------------------------|--|---------------|
| <b>2014-15-A</b>           | Create campus development plan to address facilities needs through 2025. | June 30, 2015 |
| <b>2015-16-B</b>           | Execute the first year of projects in the campus development plan.       | June 30, 2016 |

| Driving Force |   | Critical Indicators to Monitor            |
|---------------|---|---|
| 1             | No significant economic downturn  | Economic trends regionally and nationally |
| 2             | Neighbors will not actively object to our building plans                    | Neighborhood visits, meetings, surveys    |
| 3             | Delays in permitting  | Permitting process                        |
| 4             | We will be able to identify the supporters needed for a successful campaign | Development Plan                          |