



FRIENDSHIP

CHRISTIAN SCHOOL

Knowledge | Faith | Character

STRATEGIC PLAN

2013-2018

Friendship Christian School
5510 Falls of Neuse Road
Raleigh, NC 27609
A ministry of Friendship Baptist Church

FRIENDSHIP

CHRISTIAN SCHOOL

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MISSION STATEMENT

Friendship Christian School seeks to provide an excellent educational experience from a biblical worldview in order to produce the next generation of well-rounded servant leaders.

VISION STATEMENT

Friendship Christian School will be a compassionate community where knowledge is pursued with excellence, where faith is rooted in Christ, and where character is exemplified through service. We are dedicated to creating a caring and nurturing environment, producing life-long learners, creating disciples of Christ, and enriching students' lives.



Dear Friends of Friendship Christian School,

As Friendship Christian School celebrated 43 years in the ministry during the 2012-2013 school year, the leadership of the school realized the need to develop a plan that would prepare the school for an even more effective ministry in the coming years. To accomplish this task, a strategic planning committee, comprised of parents, teachers, administrators, and board members, was organized. In the spring of 2013, this committee met to assess the current state of the school, identify its needs, and develop strategies to meet those needs.

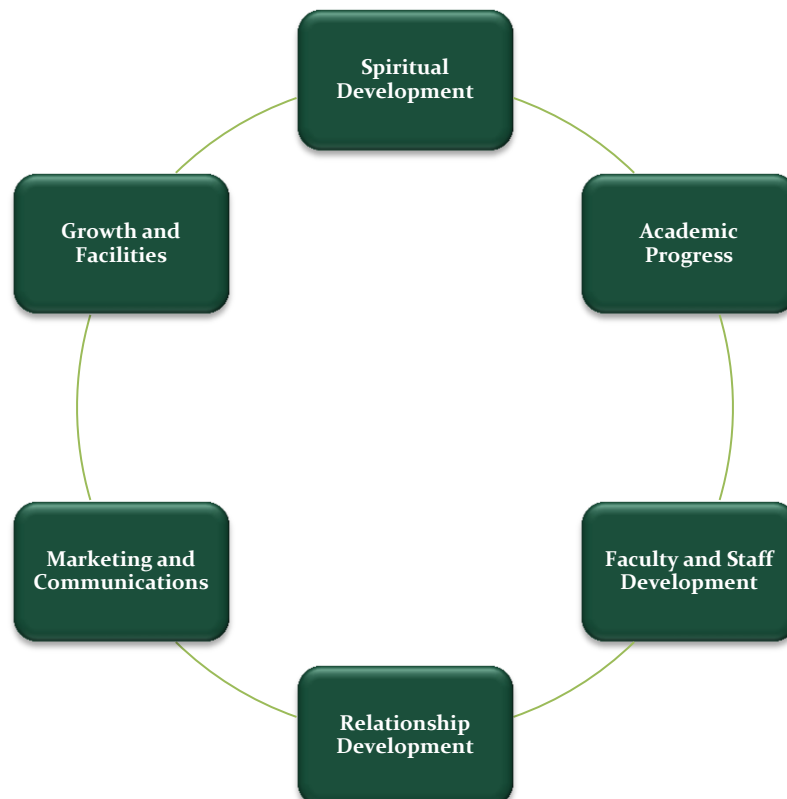
The committee met and produced a Strategic Plan to be implemented over the next five years. The plan is divided into three major components: (1) Strategic Analysis, (2) Strategy Formulation, and (3) Strategy Implementation. The Strategic Analysis portion of the document outlines the strengths, weaknesses, opportunities and threats for FCS. The Strategy Formulation segment includes the mission, vision, core values, as well as our goals for the future. The Strategy Implementation section outlines strategic initiatives for the six major goals.

A steering committee was appointed to oversee this process and prepare the initial draft of the plan for the board to review. The Board of Trustees then established priorities, estimated costs, assigned responsibilities, and prepared the final draft.

The final strategic plan resulted in thirty-seven strategic initiatives covering six major goals. This plan was unanimously approved by the Board of Trustees on May 13, 2013.

I am pleased to present to you the Strategic Plan for Friendship Christian School. I invite you to partner with us by supporting the vital mission of our school as we pursue our mission to produce the next generation of well-rounded servant leaders.

Ric Nelson
Head of School



STEERING COMMITTEE

Psalm 37:5 “Commit thy way unto the LORD; trust also in him, and he shall bring it to pass.”

Luke 14:28 “For which of you, intending to build a tower, sitteth not down first, and counteth the cost, whether he have sufficient to finish it?”

Overview of committee:

<u>Name</u>	<u>Position</u>	<u>Committee</u>	<u>Church</u>
Forrest Jones	Board/parent	Strengths	Friendship Baptist
Sherry Bovard	Admin/parent	Strengths	Friendship Baptist
Barbara Pedder	Faculty/parent	Strengths	Friendship Baptist
Todd King	Parent	Strengths	Bethany Hills Baptist
Sonya Faulk	Parent	Strengths	Upper Room
Andrea Hylton	Parent	Strengths	Crossroads Community
Paige Bagwell	Parent	Strengths	Trinity Baptist
Troy Anderson	Board/parent	Weaknesses	Friendship Baptist
Patty Soemer	Admin/parent	Weaknesses	Friendship Baptist
Lisa Joyner	Faculty/parent	Weaknesses	Friendship Baptist
Walter Darby	Parent	Weaknesses	Bayleaf Baptist
Nancy Franks	Parent	Weaknesses	Wakefield Baptist
Rita Gomillion	Parent	Weaknesses	Cross Point
Julie Hancock	Parent	Weaknesses	Christ our Hope
Kelly Garner	Parent	Weaknesses	Richland Creek
Courtney Telfaire	Parent	Weaknesses	Elevation Baptist
Neill Robins	Board/parent	Opportunities	Friendship Baptist
Jeff Loy	Faculty/parent	Opportunities	Friendship Baptist
Tom Murry	Parent	Opportunities	College Park Baptist
Kiki Yanez	Parent	Opportunities	Apex Baptist
Tanya Zelem	Parent	Opportunities	Providence Baptist
Stephen Baxter	Board/parent	Threats	Friendship Baptist
Roy Wiggins	FCS Staff	Threats	Friendship Baptist
Andy Murr	Parent	Threats	Faith Baptist
Frances George	Parent	Threats	Christ Baptist
Martha Robbins	Parent	Threats	Cross Roads

Not in committees

Monica Estes	Parent	Victorious Life
Ric Nelson	Admin/parent	Friendship Baptist
Dr. Steve Dill	Presenter	

CORE VALUES

Based on the premise that the Scriptures are the supreme and final authority for faith and practice

Community—creating a caring and nurturing environment by

- fostering interactive, supportive partnerships with the home
- securing a faculty of Christlike, committed mentors who will nurture, challenge, and equip students
- encouraging student leadership throughout the student body

Knowledge—producing life-long learners by

- offering a comprehensive academic foundation from a biblical worldview for students at various ability levels
- developing critical thinking skills in our students
- equipping students to effectively apply acquired knowledge
- preparing students for the ever-changing challenges of the 21st century

Faith—creating disciples by

- assisting students in developing a personal relationship with Jesus Christ
- teaching students to articulate the biblical foundations of the faith
- enhancing spiritual growth through mentoring
- providing missions opportunities that will impact others for Christ

Character—enriching students' lives by

- developing excellence in fine arts
- fostering an environment of physical well-being through a variety of athletics
- offering opportunities to serve the community

STRATEGIC GOAL #1 - SPIRITUAL DEVELOPMENT

Strategic Goal:

To have professing Christian students model age appropriate Christian maturity through expressions of biblical thinking, demonstrations of Christian character, and acts of servant leadership.

Strategic Initiatives:

SI 1.1: Review current spiritual objectives, assess the spiritual life of the student body, and assess the impacts of the demands of the school schedule on both student and faculty spiritual life. A report will be developed and will recommend a detailed plan by fall 2014 by which each division will create the best environment for nurturing the spiritual life of its students and faculty.

Postponed to an ongoing process

SI 1.2: Hire an additional staff member by the fall 2013 with K-12 administrative responsibilities serving as the Student Life Director. This role would include coordinating Christian service/ministry activities and facilitating student connections and leadership within their local church youth group. This would include the oversight of chapels and small groups. He will have the responsibility of scheduling inter-divisional chapels where older students present chapel programs to younger students. He will also develop a systematic approach to networking with churches (of like faith and practice) that reflect the socioeconomic, cultural, and ethnic diversity at FCS.

Hired a new Student Life Director – Fall 2013.

STRATEGIC GOAL #2 – ACADEMIC PROGRESS

Strategic Goal:

To provide an educational program that achieves measurable academic and co-curricular excellence in each division of the school.

Strategic Initiatives:

SI 2.1: Finalize the current technology curriculum plan to implement e-books, electronic devices, and wireless network.

Implemented Kuno tablets fall 2014 with the teachers and 11th and 12th graders. Technology Plan was laid out at the April 2014 POF meeting for the rest of the school.

SI 2.2: Articulate and implement K-12 college prep core competencies, standards, benchmarks, and assessment methodology in all disciplines by fall 2017 under the direction of the Curriculum and Instruction Director.

SI 2.3: Review graduation requirements and the availability of appropriate electives, including computer science and math electives.

Added 4 fee based online computer electives and 1 math elective. Current graduation requirements meet the needed standards of NC and the UNC University system - Fall 2014

SI 2.4: Review the foreign language requirements in the high school. Consider other avenues to allow students to have the choice among a few different foreign languages.

Spanish will still be our choice based on the community around us and FBC having a Spanish ministry. Several fee based online foreign language options have been added that students may choose to take in place of Spanish - Fall 2014.

SI 2.5: Strengthen the development of critical thinking skills throughout the K-12 curriculum by providing qualified in-service training on specific teaching strategies which elicit critical thinking, inquiry and investigative problem solving, and effective writing. Consider adding specific classes to the school curriculum that include logic, critical thinking, and test taking skills.

Added eight classes that deal specifically in these areas to the middle school curriculum - Fall 2013. Added two logic classes, SAT Prep and ACT Prep to high school curriculum Fall 2013.

SI 2.6: Strengthen the development of reading and writing skills through:

- a. The provision of in-service training on reading and writing issues relevant to grade level.
- b. The development of a standardized reading and writing guide by a multidisciplinary faculty committee.
- c. The integration of computers into the reading and writing program.

SI 2.7: Include materials and activities in the curriculum and general educational experience of students at FCS that will recognize the contribution of diverse cultures. Participants who will expand the awareness and appreciation for the ethnic and cultural diversity within the body of Christ will be sought to speak in classes, chapels, and special assemblies.

SI 2.8: Challenge academically talented students in all divisions of the school.

- a. Encourage peer culture formation in groupings which will inspire and motivate learning and intellectual growth among high achieving students.
- b. Refine and expand the current provisions for academically talented elementary students both within the classroom and in the enrichment program.

Added the Talon Club for 4th -8th graders for elementary and middle school students that score in the academically gifted level based on SAI scores – Fall 2014.

- c. Determine how to meet the needs of middle school academically talented students.

Noted in SI 2.8a

- d. Request the Curriculum and Instruction Director and faculty to review possible additional AP offerings and ways in which to encourage increased AP enrollment.

We added AP US History, AP Grammar and Composition, AP Grammar and Literature. We also adjusted the grading scale to a 10 point scale in the high school to encourage more students to take the classes. The ten point scale allows them to be compared to similar schools in the area and to the colleges where their AP credits will be accepted - Fall 2014.

- e. Consider the development of independent study programs, dual credit programs, and special programs to provide intellectual challenge in areas of academic interest.

We added 8 classes to dual credit status for Juniors and Seniors. We added fee based online options for those that chose a class that we do not offer. We also added a Senior 2 day internship program - Fall 2014.

- f. Develop a marketing brochure that describes the academic opportunities for high academic achievers.

SI 2.9: Clearly define and review the appropriateness of current academic admissions requirements in keeping with our college preparatory curriculum.

Ongoing process

SI 2.10: Direct the Curriculum and Instruction Director to review and articulate our K-12 philosophy and practice regarding ability grouping, review the class size policy for each division, and bring any recommended changes to the board.

Ongoing process

SI 2.11: Strengthen the guidance services to students and parents.

a. Provide an advisory system for middle school and high school students who will benefit from programs for the academically capable. This system would identify and encourage students and provide information about special programs, with release time to do so.

Ongoing process to be implemented in Spring 2015.

b. Provide stronger direction earlier regarding the importance of three years of foreign language, honors classes, AP classes, and a demanding high school program for students with the potential to attend selective four-year colleges.

Ongoing process included in SI 2.11a

c. Consider a required 11th grade parent conference regarding career and college choice along with a required 9th or 10th grade parent conference to develop a 10th to 12th grade course selection plan.

d. Consider increasing faculty availability and parent/peer tutoring for student help during and after school hours.

e. Develop a plan to help with the transition of students from one division into the next division (ie. TK into K, 5th into 6th, 8th into 9th)

SI 2.12: Develop a process to evaluate co-curricular activities to confirm their continuing value and to strengthen the level of excellence within continuing activities. Provide adequate opportunities for all middle and high school students to participate in co-curricular activities.

Ongoing process

SI 2.13: Request the Athletic Director to prepare a five-year plan for strengthening excellence in athletic achievement. Consider increasing athletic participation opportunities for a growing student body by adding additional non-traditional team sports, such as swimming, tennis, and golf.

Ongoing process, added golf - Spring 2014.

SI 2.14: Request the Fine Arts Director to prepare a five-year plan for strengthening excellence in fine arts achievement. Encourage a wider variety of the arts and more performance opportunities for the students.

Ongoing process, several additional opportunities have been added since Fall 2014.

SI 2.15: Consider forming Bible Quizzing, Math Club/Team, Science Club, Debate Team, Writing Clubs, etc... at the middle and high school levels.

Added 9 different clubs for the high school students - Fall 2014. Have been studying how to include middle school.

STRATEGIC GOAL #3 – FACULTY AND STAFF DEVELOPMENT

Strategic Goal:

To provide caring, committed, and highly qualified faculty who will teach with the awareness of full and enthusiastic support from the school community.

Strategic Initiatives:

SI 3.1: Direct the Curriculum and Instruction Director to prepare a policy whereby faculty are expected and enabled to take relevant continuing education courses or other professional development opportunities at regular intervals. The plan will contain opportunities for collaboration and networking with peers and colleagues.

Ongoing process

SI 3.2: Determine high school and middle school faculty workload on the basis of student count, teaching periods per week, number of preps, number of labs, amount of student writing required, along with other responsibilities and assignments, with the purpose of reducing student count per teacher.

Ongoing process

SI 3.3: Encourage the Curriculum and Instruction Director to develop a professional development plan that will provide in-service training on various topics.

Ongoing process

SI 3.4: Increase the use of technology in the curriculum by providing faculty in-service training on methods to integrate technology in all disciplines. Continue to encourage all faculty to use computers in instruction.

All teachers were given Kuno tablets - Fall 2014. Several hours of curriculum training have taken place, Summer 2014 and Fall 2014. More service hours have been scheduled for Summer 2015.

SI 3.5: Require each faculty member to develop a written professional development plan with the Curriculum and Instruction Director to be reviewed annually in the goals and evaluation cycle.

Ongoing process

SI 3.6: Provide a compensation package for employees that would place the school in the top decile of similar Christian schools.

After reviewing information from similar Christian schools, we decided to continue to work on our own to improve teacher compensation. We found that

many other Christian schools were also undercompensating their teachers. We have been working hard to provide a compensation package that shows the importance of our teachers. We have used the above noted information from other Christian schools and the Wake County public school pay schedule as a basis to improve our teacher pay.

SI 3.7: Develop a five year compensation plan by December 2013 which will define the affinity group, target compensation (salary and benefits), and timeline for implementation.

Ongoing process. Surveys have been conducted. The process was slowed as the board waited to find out the impact of the new health care laws of the school's budget. A plan is still being construed as details of the health care laws and other items are being considered.

SI 3.8: Encourage the Parents of Friendship Association to continue to find different means to show appreciation to the faculty and staff of FCS.

We as a faculty feel blessed. Thank you.

STRATEGIC GOAL #4 - RELATIONSHIP DEVELOPMENT

Strategic Goal:

Through effective partnerships with parents and churches (of like faith and practice) that reflect the socioeconomic, cultural, and ethnic diversity represented within the body of Christ.

The school will seek to increase ethnic and cultural diversity among students and parents. FCS desires to be a place where Christians of diverse backgrounds will be respected, welcomed, and honored in Christ.

Strategic Initiatives:

SI 4.1: Direct the Communications Director to consider the following initiatives:

- a. Send letters to pastors informing them of families that attend FCS.
- b. Consider ways to encourage spiritual growth, maturity, and accountability of students and families through church involvement, such as strengthening service projects from simple participation to creatively using spiritual gifts and knowledge of God's Word.

SI 4.2: Consider hosting seminars and conferences for faculty, parents, and the community that address academic as well as spiritual issues. (i.e., an annual lecture series on the development of a Christian worldview, Creation series, or parenting issues, etc.). Increase parent education by providing resources on such topics as:

- maintaining a Christian lifestyle,
- the development of a Christian mind,
- the influence of the media,
- home computer usage,
- personal reading habits and improving writing skills,
- the value of homework and the importance of not missing academic time

The school has conducted a marriage class (Fall 2013) and a parenting class (Spring 2013) for parents who have chosen to be involved. The school is looking at other opportunities.

SI 4.3: Cultivate and utilize the qualified resources in the school community, especially parents and alumni, to enhance the classroom experience. Identify qualified individuals; invite them as guest lecturers, independent study advisors, or contacts in the workplace for students.

Ongoing process. We used some of this information to set up our senior internships.

STRATEGIC GOAL #5 – MARKETING AND COMMUNICATIONS

Strategic Goal:

To develop and implement a comprehensive marketing plan that communicates the vision of Christian education at FCS to the Christian community in the Raleigh area, as well as existing and other potentially supportive school constituencies.

Strategic Initiatives:

SI 5.1: Create a position and hire by fall 2013 a Communications Director that is responsible for marketing, public relations, internal communications, publication writing and production, and executive communication support.

Hired a Communications Director - Fall 2013.

SI 5.2: Write and implement a marketing plan by fall 2013 that includes the updating and modifying of our current website.

Updated website – Spring 2014, Fall 2014.

SI 5.3: Market our academic program opportunities and academic success stories vigorously among current parents, the local Christian community, and the local geographical community. Communicate FCS as an institution that will challenge and fully prepare high academic achievers without diminishing the school's distinctive offerings for other types of students.

Ongoing process

SI 5.4: Measure parent and alumni satisfaction with spiritual life, academic programs, and overall ethos through:

- a. An ongoing, systematic process of surveying recent alumni and increasing communication lines with alumni
- b. The existing parent survey implemented every two years.
- c. "Exit" interviews with FCS families graduating their last child.
- d. "Exit" survey of graduating seniors.

Conducted a parent survey – Fall 2014.

STRATEGIC GOAL #6- GROWTH AND FACILITIES

Strategic Goal:

To provide adequate funding and adequate facilities to support a safe, educational program of excellence.

Prudently spend the capital line item of the annual operating budget, utilizing a capital planning process, to maintain and improve existing facilities as well as expand for the future.

Strategic Initiatives:

SI 6.1: Complete the Annual Fund expenditures on time and on budget. Consider creating the position of Development Director to help coordinate the Annual Fund.

Purchased all items that the 2013-14 Annual Fund had planned for.

SI 6.2: Develop a Capital Improvement Plan for the campus by fall 2013. The plan should entail the pros and cons of each building and external landscaping. The plan should provide recommendations for remodeling current buildings. It should identify potential future new building/property needs and strategically acquire properties if appropriate.

Ongoing process. The plan has been completed in its initial stages. A new Facility and Safety Director was hired Fall 2014 to help finish this process.

SI 6.3: Begin conducting a feasibility study for a capital campaign during the 2014-2015 school year.

Due to the current debt to pay for the new sanctuary building, we will not begin a capital campaign. The school uses this building for our chapels, band room, music room and all main ceremonies and meetings. We need to be wise stewards of our money and finish paying the current debt.

SI 6.4: Direct the maintenance and janitorial staff to develop an implementation plan that achieves higher levels of cleanliness and upkeep.

Ongoing process implemented by new Facility Director - Fall 2014.

SI 6.5: Continue to emphasize the safety of the children by reviewing the current Emergency Action Plan. Consider all options that allow us to provide an environment that protects our students during the school day.

Ongoing process implemented by new Safety Director - Fall 2014.