

# Tri-unity Christian School



## Strategic Plan 2016 - 2020





# TRI-UNITY CHRISTIAN SCHOOL

## STRATEGIC PLAN

2016 – 2020



**This strategic plan was approved by the Tri-unity Christian School Board of Trustees on November 14, 2016. First annual review by Board of Trustees was completed on August 14, 2017. Updates and additions are noted.**

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*Debra Blanker, Head of School*

### ***TCS Board of Trustees 2016 – 2017***

*Aaron Baeder  
Melody Avink  
Dave Verburg  
Sheldon DeKryger  
Casey Boileau  
Sandra North  
Lou Mojica*

### ***New board members:***

*Nikka LaDuke  
Jeremy Osbun  
Kim York  
Jason Reitsma  
Tina Emert*

### ***Administrative Team***

*Ben Ophoff, Spiritual Life Director  
Dawn Petrick, Student Development Director  
Greg Gallas, Athletic Director  
Mark Keeler, Dean of Students  
Ellen Birdsall, Business Manager*

*Note: New board members need to be assigned to one of the strategic initiative teams.*

# STRATEGIC PLAN

2016 – 2020

## OUR FOUNDATION

Tri-unity Christian School was founded in 1980 for the purpose of providing a quality, Christ-centered, full-gospel oriented education. We recognize the purpose of life is to glorify God and fulfill His plan and purposes on earth. A key principle in this vision is the commitment to create a partnership between the home, church and school.

## MISSION STATEMENT

Tri-unity partners with church and home to graduate academically excellent disciples of Christ.

## VISION STATEMENT

Tri-unity Christian School aspires to redefine the future of education by intentionally designing a unique spiritual and academic environment that prepares students for LIFE.

## OUR PLAN

Tri-unity Christian School recognizes growth means change. In order to expand our programs and influence in our community, our students must experience excellence during their educational tenure. Therefore, building upon the strategic plan developed in 2010, the Board of Trustees has established five strategic initiatives to strengthen our school and Tri-unity Christian community. These initiatives encompass our unique spiritual environment while intentionally seeking opportunities to develop deeper community relationships and new programs to meet the growing demands of the 21<sup>st</sup> century.

- Perpetuation of vision
- Unified campus expansion
- Financial sustainability
- Culture and identity
- Excellence in programs
- Community partnerships



# Initiative 1

***Initiative 1: TCS will ensure the strength and vision of the school is perpetuated***

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## *Action Steps*

1. Board to review the mission and vision at its August meeting each year to ensure compliance and avoid “mission drift” (In process)
2. Yearly communication of the mission and vision to all constituents to ensure their buy in (In process)
3. Continue to employ faculty and staff who adhere to the vision (In process)
4. Develop a plan for sound leadership succession (Completed)
5. Implement the succession plan between now and 2020 (Beginning August 2017)
6. Continued Board development, education and training (No progress noted)
7. Establish a board policy that requires the board to review and update the strategic plan annually (Completed)

*Annual report given by Aaron Baeder, Board Chair, on 8/14/17.*

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**“LET US FIX OUR EYES ON JESUS, THE AUTHOR AND  
PERFECTER OF OUR FAITH...”**

**Hebrews 12:2**



# Initiative 2

**Initiative 2: TCS will complete the unified campus expansion plan at the Wilson Avenue Campus**

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## *Action Steps*

1. Complete the construction of additional classrooms and gymnasium by June, 2017 (Completed)
2. Complete the move out of GR First educational space (Completed)
3. Create a capital campaign task force to raise funds for the move (Completed)
4. Raise the funding necessary to complete the “One Campus” Campaign (Re-assign to Board Development Committee)
5. Secure bridge loan and long-term financing as needed to complete the project (Completed)
6. Pay off the existing mortgage on Wilson Ave. Campus (In process)
7. Become totally debt free by 2020 (Re-assigned to initiative #3)

*Annual report given by group – this initiative will be considered complete with remaining action steps re-assigned.*

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“TRAIN UP A CHILD IN THE WAY HE SHOULD GO;  
EVEN WHEN HE IS OLD HE WILL NOT  
DEPART FROM IT.”

Proverbs 22:6





# Initiative 3

**Initiative 3: TCS will demonstrate financial sustainability in its operating budget and enrollment**

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## *Action Steps*

1. See overall increase in annual operating income received (both tuition and contributions) (Slight progress projected for 2017-18 s.y.)
2. See decreased dependence on over-use of tuition assistance as a means to grow enrollment (No change reported in August 2017 – still a priority)
3. Create an ongoing source of scholarship funding for those who qualify (No change reported in August 2017 – still a priority)
4. Conduct more “mission centered” marketing to build enrollment (Not started)
5. Maintain teacher-student ratios that balance the budget (In process)
6. Build the alumni base for giving (A goal for 2017-18 and future)
7. Increase the level of local church support (A goal for 2017-18)
8. Have full classrooms which allow for support of the budget (In process)
9. Provide stronger compensation package for staff and faculty (In process)
10. Become totally debt free by 2020 (Still a goal, but will need a specific and realistic plan)

*Annual report given by Melody Avink, Board Treasurer, on 8/14/17.*

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**“SHOW YOURSELF IN ALL RESPECTS TO BE A MODEL OF GOOD WORKS, AND IN YOUR TEACHING SHOW INTEGRITY AND DIGNITY.”**

**Titus 2:7**



# Initiative 4

**Initiative 4: TCS will grow the school's unique spiritual culture and identity**

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*Action Steps*

1. Define and clarify the spiritual culture and identity
2. Interpret and communicate this spiritual culture and identity to all the different constituency groups at TCS (parents, donors, staff, etc.)
3. Keep a spiritual culture that is fresh and anointed
4. Maintain a thoroughly Christ-centered educational environment
5. Continue to stand on God's Word; no compromise
6. Articulate the "Spirit-filled" positions and practices unique to TCS
7. Educate MS/HS students to enable them to defend their faith
8. Provide opportunities for students to practice and demonstrate their faith

*Note: No update report given on August 14, 2017. We assume all action steps are "in process" or not started.*

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**"...ROOTED AND BUILT UP IN HIM, STRENGTHENED IN THE FAITH AS YOU WERE TAUGHT, AND OVERFLOWING WITH THANKFULNESS."**

**Colossians 2:7**





# Initiative 5

**Initiative 5: TCS will provide excellence in academic and extra-curricular programs**

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## *Action Steps*

1. Continue to develop early childhood programs (*Doing what we can with space we have*)
2. Develop and execute the plan for the 21<sup>st</sup> Century educational model (*In process, focus on the 4 core standards*)
3. Fully develop the mission outreach plan (*Education Committee is working on it, Ben Ophoff is involved*)
4. Celebrate progress and achievements on a regular basis (*Continue with character awards, honor roll*)
5. Improve academic delivery systems and methods (*Asses teachers giftings, use “3 ways of learning”*)
6. Research and develop support programs/collaboration for home school families (*In process*)
7. Maintain stability in the faculty and staffing needed to provide excellence (*In process, incentives needed*)

*Annual report given by Sandra North, Board Member, on 8/14/17. A written report was prepared and distributed.*

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**“BY WISDOM A HOUSE IS BUILT, AND BY  
UNDERSTANDING IT IS ESTABLISHED, AND BY  
KNOWLEDGE THE ROOMS ARE FILLED WITH ALL THE  
PRECIOUS AND PLEASANT RICHES.”**

**Proverbs 24:3-4**



# Initiative 6

**Initiative 6: TCS will increase constituency and community partnerships**

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## *Action Steps*

1. Maintain a positive school environment and communicate it frequently and with clarity (*In process*)
2. Promote and articulate the school's missions and outreach opportunities both internally and externally (*In process*)
3. Increase overall volunteerism by parents and community members (*In process*)
4. Post parent and student testimonials on social media (*Will continue current efforts*)
5. Develop or enhance parent/student volunteer hours (requirement or incentives) (*Will explore options and consider changes*)
6. Continue to seek outside opportunities for the student body to do mission or volunteer work (*In process*)

*Annual report given by Lou Mojica, Board Member, on 8/14/17. A written report was prepared and distributed.*

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**“WRITE THE VISION; MAKE IT PLAIN... IF IT SEEMS SLOW, WAIT FOR IT. IT WILL SURELY COME; IT WILL NOT DELAY.”**

**Habukkak 2:2-3**

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This strategic plan is a living document that will be continuously evaluated, developed, and monitored as we use this road map to guide and strengthen our future spiritually, socially, and academically for upcoming years. As always, we appreciate your prayerful support as we continue to strive to grow Christian leaders to impact the world through faith, knowledge, and service.