



Four Year Strategic Plan



2017-2021

Jeremiah 29:11

“For I know the plans I have for you,” declares the Lord, “plans to prosper you and not to harm you, plans to give you hope and a future.”

On behalf of the School Board and the Grove Christian School Administration, we are pleased to present the Grove Christian School's 2017 Strategic Plan. This strategic plan celebrates the past and present strengths of Grove Christian School while also providing a vision for our future.

Our Foundation

Jesus Prays for All Believers (John 17: 20-26)

I pray not only for these, but also for those who believe in Me through their message.
May they all be one, as You, Father, are in Me and I am in You.
May they also be one in Us, so the world may believe You sent Me.

I have given them the glory You have given Me. May they be one as We are one.
I am in them and You are in Me. May they be made completely one, so the world may
know You have sent Me and have loved them as You have loved Me. Father,
I desire those You have given Me to be with Me where I am.

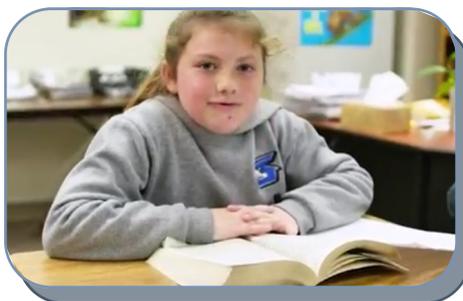
Then they will see My glory, which You have given Me
because You loved Me before the world's foundation. Righteous Father!
The world has not known You. However, I have known You, and these have known that
You sent Me. I made Your name known to them and will make it known, so the love You
have loved Me with may be in them and I may be in them.

Our Mission:

Grove Christian School exists to partner with Christian parents by providing a Christ-centered environment that integrates learning with biblical faith so that students can achieve God's purpose for their lives—spiritually, intellectually, physically, and socially.

Our Vision:

At Grove Christian School, we equip servant leaders to follow Jesus to transform generations and nations and impact the world.



Our Identity

We are a Leadership Academy for Christ.

We are a specialty school. We are a Leadership Academy for Christ, called according to God's purpose. All of the spiritual, intellectual, athletic and social developments that are part of the profile of a GCS student are directed towards a singular end: helping each student become an influential leader for Christ in the unique way God calls each student .

Grove Christian School was established in 1978 as a ministry of Grove Avenue Baptist Church. **"We are One,"** is our school's theme. Based on John 17, which is Jesus' prayer before his crucifixion, it is testament to the fact that we are one with Christ Jesus and the Father as well as one another. We are called to give glory to God in all we do. This theme is incorporated into every aspect of a Grove education. We are accredited by the Association of Christian Schools International (ACSI) and AdvancED, ensuring that we meet and even exceed state education requirements.

At Grove, we offer an outstanding academic program for grades K3 through high school. Personal attention is given to each student as we assist those with individual needs and challenge those who excel. Biblical applications are incorporated into every subject, every day, and our students see these principles exemplified in the lives of their teachers. At every grade level, our degreed and certified teachers continually challenge and engage our students in learning. Our goal is to be an educational partner with each parent and child. Grove Christian education offers a meaningful educational experience that equips the child to be not just a follower of Christ but also a servant leader for Christ in the world.



What are the end goals for students who attend Grove Christian School?

- Students who are biblically-led and receive their spiritual strength from Christ. (Colossians 2:6-8; Philippians 4:13)
- Students who achieve their highest intellectual potential and are equipped to think critically and creatively and discern Truth. (2 Tim. 2:15)
- Students who develop and care for their physical bodies as the temple of the Holy Spirit. (Rom. 12:1, 1 Cor. 3:16-17)
- Students who build social relationships with people for the sake of the Kingdom. (Mark 10:43-45)

WE are Christ-centered. WE are believers. WE are innovative. WE are creative.

Our Operational Distinctions

What do we Mean by Leadership & 21st Century Learning?

What model of leadership do we follow and why? What does Jesus Christ teach us about being an effective leader so that we may be kingdom builders and transform generations and nations?



“But seek first the kingdom of God and His righteousness, and all these things will be provided for you.”

(Matthew 6:33)

What do students need to know and be able to do in the 21st Century? How can they use this knowledge and these skills to be successful and affect the world positively for Christ?



Our Future

Commitments to God & Others

While building on a foundation of our mission, vision and profile of Grove students, we also seek to improve and respond to changing needs and circumstances that are a part of a 21st century school. We strive to be intentional in our decisions and actions, unified in our operations, programs and approach, and more mission-focused. We will be both critical and creative thinkers. As we move towards our future we will build upon our decades-long reputation as an extraordinary school where faith and friendships flourish and enable our graduates to leave us not just equipped to impact the world for Christ but *inspired* to do so. We thank God in advance for the legacy of GCS as a place where every student becomes an image bearer of Jesus Christ doing their part to make the world a better place for His glory. As we implement our strategic plan, we make the following commitments, each of which was considered and integrated into our strategic goals and action items.



To God	We commit to making You our first and primary focus while we serve others and strive to glorify You in all that we say and do. (Matthew 6:33) We are One. (John 17:20-26)
To Our Students	We commit to a holistic educational experience in a Christ-centered school where we recognize your spiritual, intellectual, physical, and social needs and we engage you both critically and creatively to prepare you to lead and impact the world for Jesus Christ. <i>We are One.</i> (
To Our Faculty and Staff	We commit to providing you with an environment, training, and resources so that you can be successful in a Christ-centered environment in which you can teach and learn. <i>We are One.</i>
To Our Parents	We commit to partnering with you and ask for your partnership in providing a unique and very special educational experience. We ask for your partnership so that we can have healthy communication, build Christian character, foster personal achievement, and celebrate critical and creative thinking so that we honor God together with the journey your child makes. <i>We are One.</i>
To Our Churches	We commit to partner with you for you to learn about our school and provide our students with time and opportunity through you to serve Jesus Christ. <i>We are One.</i>
To Our Community	We commit to provide opportunities for you to learn about our school and for you to see us at work in the community so that through us you can see the message of Jesus Christ in action. <i>We are One.</i>

Strategic Goals

Spiritual—We are... biblically-led spiritually and receive strength from Christ

Goal: To grow engagement with the Lord, His people, and His Word so that we become leaders who impact the world for Christ.



Summary Analysis: Founded as ministry almost 40 years ago, we continue to be a key ministry for Grove Baptist Church. This is a position of strength for us. Our mission, vision, and profile of a Grove student were carefully crafted over time and much prayer to establish a purpose for discipleship at Grove Christian School. We are employing disciples in order to disciple students so that they may in turn be disciples who make other disciples. Our challenge is to partner with parents effectively in this mission and vision and to engage students in such a way that the students exemplify why commitment to Christian school is so critical in today's world.

2017 ACSI Self Study Recommendations for Continuous Improvement

Personnel

1. Annual training opportunities for the staff to create expressions of mission and vision in the culture of the school
2. Collaborative management plan for culture, student learning, and organizational effectiveness

Character, Values, and Spiritual Formation of Students

1. Increase small-group discipleship experiences along a planned sequence.
2. Increase opportunities for students to understand Christ-like leadership and demonstrate it within the school.
3. Increase opportunities to understand Christ-like leadership and demonstrate it outside of the school.

***Below, items in bold green reflect items that have reached completion.**

2017-18	2018-19	2019-20	2020-21
<p>Establish a weekly cadence of devotions, chapels and parent prayer time that is representative of all stakeholders that is refreshed quarterly.</p> <p>Develop a calendar of events for service outside of school.</p> <p>Establish small groups across the school for sharing the word and sharing life together as disciples.</p>	<p>Develop annual team-lead goals for culture, student learning, and organizational effectiveness</p> <p>Develop MS/HS Girls and Boys retreats (student-led) to include other Christian schools.</p> <p>Develop class planning guide for community service.</p>	<p>Update team-led goals for student learning, and organizational effectiveness.</p> <p>Develop structured discipleship groups for student spiritual life.</p> <p>Review and revise class planning guide for community service.</p> <p>Increase number of relationships with other Christian schools and increase attendance at joint events for MS/HS.</p>	<p>Make recommendations to next accreditation committee for goals for student learning, and organizational effectiveness.</p> <p>Increase the number of community service ministries outside of the school from the 2016-17 first I-Serve event.</p> <p>Establish a student and administrator association of Christian Schools in Richmond.</p>

Intellectual—We are... intellectually achieving our highest potential and are being equipped to think critically and creatively and discern Truth

Goal: To advance academic rigor so that we achieve academic excellence for the leaders we are developing.

Summary Analysis: As a private school, we can design instruction to personalize attention through smaller class sizes in order to not only meet state standards, but to exceed those state standards. This is a position of strength, particularly when you consider that we exceed the standards for 21st Century learning *with a biblical worldview*. Our challenge is to be just as strong intellectually as we are spiritually as a school and that we engage students in a purposeful scope and sequence throughout their courses so that they develop the critical and creative thinking skills that they need to lead in today's world.

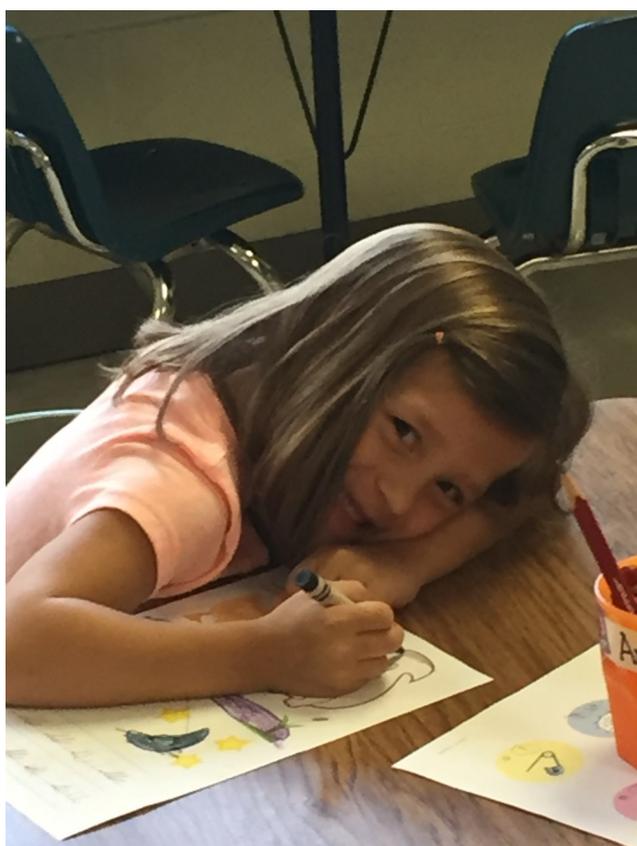
2017 ACSI Self Study Recommendations for Continuous Improvement

Home & Community Relations & Student Services

1. Increase opportunities in high school guidance for career and college planning
2. Increase communication about guidance services.
3. Improve process for identification and support of unique learning needs of individual students

Instructional Program and Resources

1. Complete and maintain curriculum maps for each course to drive the instructional program.
2. Review curriculum maps annually and update scope and sequence, resources, biblical integration.
3. Review student performance data annually to monitor schoolwide trends, progress of individuals, and to develop teachers that are trained in data analysis for program improvement.
4. Integrate technology school-wide into the teaching and learning process and 21st Century learning goals.



2017-18

2018-19

2019-20

2020-21

Establish the Virginia Foundations Blocks as the standards for Early Education. Align kindergarten with Lower School.

Establish a data team to regularly analyze student learning data.

Create & Implement MS and HS planning guides as academic coaching.

Develop media lab and write technology standards for all students.

1st Review Cycle Curriculum Maps (K-12) & Connect to Renweb.

Conduct training for data assessment for all teachers .
Assess HS student resumes.

Support Educator Certification I for all teachers.

Create iPad mobile lab for LS

2nd Review Cycle Curriculum Maps (K-12) - Recommend process improvements using Renweb.

Teachers gather data for classroom analyses. (Portfolios)

Implement Virginia Wizard to assist in MS/HS Coaching.

Support Educator Certification II for all teachers.

Implement and assess process improvements using Renweb.

Conduct comparison study of classroom data analysis and norm-based testing data analysis for accreditation cycle.

Review student career and college portfolios including interest inventories for improvement.

Update technology plan/ standards for students and teachers.

Physical—We are...developing and caring for our bodies as the temple of the Holy Spirit

Goal: To advance the scope and visibility of our athletic and fitness program to emphasize spiritual development of leaders through physical development.

Summary Analysis: When we engage students, we engage their minds, bodies and spirits and help them understand these connections and how God has designed us to be “fearfully and wonderfully made.” When our students learn to engage as a team or challenge their bodies through fitness, our position of strength is recognizing and planning for the fact that every fitness activity is an opportunity to honor our bodies as a temple and every athletic event is an opportunity to witness to the world about what it means to be a Christian. Our challenge is to grow the view our stakeholders have of this perspective and to grow the visibility of our athletic and physical programs outwardly to others in order to grow the Kingdom.



2017 ACSI Self Study Recommendations for Continuous Improvement

Student Care

1. A written facility plan is in place to address future programs; enrollment changes; staff, facility, and technical needs; as well as future capital improvements.
2. The school provides a suitable and hygienic eating space for staff and students and nutritional standards for snacks and meals have been established.

Character, Values & Spiritual Formation of Students

1. All aspects of the school and its instructional program reflect developmentally appropriate application of a biblical worldview and Christ-like character and values.
2. Mentoring and discipleship experiences focus on spiritual formation, character development, and the instilling of Christian values.

2017-18	2018-19	2019-20	2020-21
<p>Create PE courses that include Biblical application. Create a credit-bearing health class.</p> <p>Create Coaches Agreements & Athletic Handbook.</p> <p>Create Nutritional Plan for school lunch program.</p> <p>Grow Little Falcons Program.</p> <p>Become a part of VISSA.</p>	<p>Develop instructional design to include standards-based planning and health instruction from a Biblical worldview.</p> <p>Establish a capital improvement plan (uniforms, facility).</p> <p>Create discipleship opportunities with students with special needs at Northstar.</p> <p>Expand sports offerings for all students .</p>	<p>Create an approved playground space in the lower lot of the current facility</p> <p>Expand partnerships with other churches to expand athletic programs at GCS</p> <p>Increase discipleship opportunities and host a fellowship program among Christian athletes in our conference</p> <p>Create a safe training space.</p>	<p>Develop instructional design for culinary arts for lower school that includes nutritional standards and application</p> <p>Increase number of opportunities to engage in athletic fellowship as a community beyond PTP events</p> <p>Increase our opportunities to engage in competition related to VISSA.</p>

Social—We are...building relationships for the sake of His Kingdom

Goal: To build relationships with the community for the sake of the Kingdom.

Summary Analysis: Socially, there are many stakeholders that are a part of the relationships in our school—students, parents, teachers, church members, and community members. Our position of strength is that people seek community and connectedness in a smaller Christian school setting. Challenges exist in regard having healthy relationships and healthy communication so that we may build strong relationships for the sake of His Kingdom. Challenges lie around discerning how to truly engage students and other stakeholders, not just involve them. Healthy communication builds strong relationships for the sake of His Kingdom.



2017 ACSI Self Study Recommendations for Continuous Improvement

School Improvement

1. The ongoing planning process is collaborative and it includes opportunities for input from all stakeholders.
2. The school improvement plan uses a variety of organizational, achievement, and survey data from stakeholders.
3. The school evaluates and documents the effectiveness of improvement and regularly communicates to all stakeholders.

Home and Community Relations and Student Services

1. Regular, established 2-way communication occurs with the school and its constituents.
2. School seeks input/feedback from current and past students in order to adjust its practices

***Below, items in bold green reflect items that have reached completion.**

2017-18	2018-19	2019-20	2020-21
<p>Establish instruction team lead positions for EE, LS, MS, US and Specialty Classes and Administrative Leads for Finance, Academics, Athletics, Guidance and Facilities.</p> <p>Establish pastoral and ministry team collaboration with GABC.</p> <p>Establish Parent Prayer and Coffee Talks weekly.</p> <p>Establish Annual Report/Strategic Plan.</p>	<p>Establish student-led newspaper & news broadcasts. (News from the Nest).</p> <p>Implement regular cadence of twice-yearly surveys for teachers, parents, students for Annual Report/Strategic Planning</p> <p>Increase social media interaction with alumni for alumni events.</p> <p>Establish a weekly newsletter from the school (Falcon Times).</p>	<p>Conduct qualitative study of new students and families to understand new student needs.</p> <p>Conduct a qualitative study of returning students and families to understand repeat student needs.</p> <p>Conduct a research study through ACSI resources to understand trends and needs in Christian education.</p>	<p>Collect instructional team goals for the next accreditation/strategic plan iteration</p> <p>Collect administrative team goals for the next accreditation/strategic plan iteration</p> <p>Collect a portfolio of artifacts that represent student, teacher, parent, church, and community two-way communication and analyze efficacy of each artifact for next iteration of accreditation/strategic plan</p>

Organizational—We are...good stewards who plan for God’s very best.

Goal: To continue to strengthen our finances so that we may grow His Kingdom.

Summary Analysis: We are blessed to a ministry of a church that provides for our operations in the first place through provision of a facility and a partnership of support. Our challenge is to be a good steward with the financial provision that God has provided, seeking to provide financial assistance to the highest level possible in order that no student be turned away from Christian education if they seek it. For the ministry to thrive, the business has to survive at the end of the day. This means that effective financial management, marketing and development, and change management principles are implemented across the organization so that each of the end states—spiritual, intellectual, physical, and social—can be met.

2017 ACSI Self Study Recommendations for Continuous Improvement

Development

1. Internal management structure that creates a culture of collaboration and excellence, EE-12.
2. Development plan that expands the program, EE-12.

Facilities

1. Internal plan for effective planning and use of existing space.
2. External facilities plan that engages appropriate partners.

Financial

1. Yearly balanced budget approved by the School Board with external auditing.
2. Continued support of financial aid for qualifying families.

Human Resource

1. Implementation of effective evaluation system and model.



2017-18

Development of collaborative departmental & team lead positions with job descriptions.
 Development of identity as leadership academy for Christ.
 Changed management structure of endowment for better returns towards financial aid.
 Implementation of evaluation procedures and standards for instructional personnel.
 Life insurance policies provided to faculty.

2018-19

Collaborative goal-setting by departments and team leads
 4 specific development initiatives tailored to EE, LS, MS, and US audiences
 Best Practices Audit—external CPA
 Increase in personnel benefits to include retirement accounts
 Develop and review a facilities plan for existing space and needs.

2019-20

Goal evaluation and continued development of goal-setting against achievement data by departments and team leads.
 4 specific development initiatives tailored to EE, LS, MS, and US audiences evaluation.
 Increase in personnel benefits to include tuition reimbursement for professional development.
 Full Audit—external CPA.
 Review facilities plan for existing space and needs and update.

2020-21

Recommend committee assignments for next accreditation visits and establish cloud-based document repository for committees.
 Identify 4 new development initiatives tailored to EE, LS, MS, and US audiences.
 Increase in personnel benefits through potential match to 403B.
 Best Practices Audit—external CPA.
 Make facility recommendations for next iteration of the Four Year GCS Strategic Plan.

About the Four-Year Grove Christian School Strategic Plan

This strategic plan is a living document that will continuously be evaluated. Priorities and timelines will be developed, monitored, and managed.

The time, talents, prayers of our entire community are needed to successfully develop the goals and objectives in this plan. We value and appreciate the support and involvement of our entire Grove Christian School community. It is our hope that our key stakeholders—parents, faculty & staff, students, board, church and community—will play a part in helping us reach our goals. [We ask that all stakeholders pray for God's very best for Grove Christian school.](#)



The Preliminary Grove Christian school Strategic Plan was a shared developmental document among the Board, the Administration, and the Instructional Team of teachers at Grove Christian School during the 2016-17 school year. The **Four-Year Grove Christian School Strategic Plan** includes the planned accomplishments for the 2017-18 school year that cares for all of the recommendations of the visiting team for accreditation towards continuous school improvement. Coinciding with our annual report for 2016-17, the **Four-Year Grove Christian School Strategic Plan** will be released to all stakeholders by September 1, 2017. It will be updated annually with the GCS School Board and Administration and the updates will be reflected in the Annual Report. In the 2020-21 school year, the Board, Administration and Instructional Team will begin planning for the next accreditation cycle and the next iteration of the Four-Year Grove Christian School Strategic Plan. This plan will reflect annual survey feedback by all stakeholders as well as recommendations from the Board, Administration, and Instructional team based on observable and measureable data from 2017-2021.

*[We ask, Father, for Your very best for Grove Christian School for Your glory...
in Jesus' Name. We are One.](#)*

Grove Christian School

Visiting Team Exit Report

April 3-5, 2017



Commendations

For achieving well above the norm in the following areas, the visiting team commends GCS for:

- The GCS leadership team reflects a Christ-like character that ensures the integrity, effectiveness, and reputation of the school. (Indicator 2.2)
- Many of the GCS teaching staff hold advanced degrees, and they are encouraged and supported in their pursuit of graduate degrees. (Indicator 4.5)



Recommendations

In order to reach their stated goals for excellence, the visiting team recommends that GCS:

- Determine and apply a written set of admissions standards that are tied to the four GCS pillars and address educational and developmental needs of students. Provide this information in writing for admitted students to inform teachers of the special needs of students and their families. (Indicator 2.6)
- Provide a fireproof location or an electronic duplicated storage for all student records to comply with legal requirements. (Indicator 3.11)
- Create a high school credit-bearing health course. (Indicator 5.2)
- Expand and incorporate in the student handbook the school's definition of bullying behavior, forms of bullying, procedures, and responsibilities for reporting and documenting. (Indicator 6.6)



Accreditation



Accreditation status signifies that a school that has met institutional standards of quality and has verified their commitment to strategic, continuous, and systematic school improvement. This process encourages the school to:



- Assess and improve student learning
- Focus on both instructional and program effectiveness
- Evaluate and stay true to their mission

Commendations

For achieving well above the norm in the following areas, the visiting team commends GCS for:

- Parents feel confident about the safety and security measures in place at GCS. (Indicators 6.1, 6.2, 6.3)
- GCS is commended for its committed and intentional training of students in Christian principles and behavior as part of their overall mission and vision, especially student-led involvement. (Indicator 7.1, 7.2)

Accreditation Recommendation

Based on our findings from the review of evidence, this External Review Team recommends that

Grove Christian School

be accredited, pending further review and final action by the ACSI Regional Accreditation Commission (Southeast Region).

