HOPE LUTHERAN SCHOOL
SINCE 1983

Strategic Plan

June 2018

Revised April 2019

Revised March 2020

Revised April 2021

Revised May 2022

INTRODUCTION

During the spring of 2018 the Hope Lutheran School under the leadership of Nancy Jankowski, Principal and Ella Schempp, Board of Education President, initiated the development of a strategic plan for Hope Lutheran School. An outside facilitator was selected to lead the planning process. A task force of approximately 25 teachers, parents, board of education members, church members and others were enlisted to serve.

The task force met four times during April and May,2018. Each planning meeting was approximately four hours in length. The first meeting dealt with reviewing and revising the school mission, vision and values. The second meeting dealt with developing a big audacious goal for the school and the third and fourth sessions dealt with developing the major school domains, strategies, goals, and measurements for each of the domains. A small group of task force members had a final follow-up meeting to edit the strategic plan.

The plan that was developed will be presented to the Hope Lutheran School board of education for approval. When approved, the plan will go into effect immediately.

In June 2018, we received a letter from the Kansas State Department of Education stating compliance issues. These issues were added to the strategic plan immediately.

In March 2020, a strategic planning committee met to review and update the Strategic Plan. Many of the goals and objectives have been successfully implemented over the past 2 years. As a result of this annual review task force recommends three major goals for the coming school year(s): Enhance Scholarship Opportunities, Curriculum/Technology updates for Math and Language Arts, Align teacher pay with the Kansas LCMS district recommended base pay.

In April 2021,the strategic planning update committee met to review and update the Strategic Plan. Many of the goals and objectives have been successfully implemented over the past. Some of the goals have not been met this past year, including testing, due to COVID. KESA annual report recommended two major goals: to enrich instruction in the area of mathematics and social emotional learning curriculum. These two goals were added to our strategic planning timeline. *Updates are color coded in BLUE.

In May 2022, the strategic plan was updated with the faculty and staff of Hope Lutheran School. The updates include the two major goals that KESA required for our accreditation. There has also been an update on security. *Updates are in PURPLE.

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Mission: Building lives of excellence upon the foundation of Christ	**Date Resolved and Completed**
Vision: Building upon the foundation of Christ, Hope Lutheran School develops, nurtures, and encourages spiritual, social, physical, and academic excellence in God's children, assisting our students and their families in being fruitful members of God's Kingdom.	
Big Audacious Goal: By 2023, Hope Lutheran School will become the "flagship" Lutheran school in Kansas and the Kansas City metropolitan area. ● Creating a seamless church/school relationship that equips children and families to share the love of Jesus with others ● Attracting K-8 students at 15% annual growth ● Financially stable ● Achieving academic excellence by means of a curriculum that is vertically/horizontally aligned, and meeting the needs of all students through research-based strategies including critical thinking and problem-solving skills.	
Goals/Steps: 1. Team and faculty meeting by June 2018 2. Align curriculum (horizontal and vertical) 3. Improved teacher mentoring program 4. Teacher Licensure 5. Develop a school wide professional development plan	

Measures:

1. **Goal 1**
   - Weekly team (K-2, 3-5, 6-8) meeting minutes
   - Weekly faculty agendas and minutes
   - Monthly faculty meeting agendas and minutes
     - Invite other support staff (art, music, PE)
2. **Goal 2**
   - Across grades and subjects- completed by May 2019
   - Updating standards annually- 2018/19- social studies, 2020/21 math and reading
3. **Goal 3**
   - Mentoring manual distributed to incoming teachers with Provisional KS license annually by August of every school year.
   - Provide mentoring curriculum assignments to 2nd year teachers with Provisional KS licence annually by August of every school year.
   - Provide mentoring curriculum assignments to veteran teacher mentoring by August of every school year.
   - Provide mentors for all new teachers to Hope for 2 yrs
4. **Goal 4**
   - 100% of our teachers will have a teachers/license and be designated highly qualified by 2 years of mentor program starting.
   - Provide time and opportunity during all staff in-service days for teachers to apply and have PD points turned in to the district PDC team.
5. **Goal 5**
   - A completed professional development plan by Fall 2019
   - Teachers Teaching Teachers (T3)
     - Starting in the 2020/2021 school year one teacher per month sharing professional development learnings in monthly faculty meetings.
   - Community resources for professional development
     - Elevate EDU
     - Shawnee Mission School District
     - Title II Money
     - Webinars
     - Podcasts
     - Pro Ed Memberships
     - Lutheran Education Association- On-going
   - Professional Development work day
     - Must attend outside district professional development
     - Built in professional development days
     - Budgeted for substitutes
   - Annual observations
     - Peer observations with documentation of observations (every other year)

Goal 1: Minutes from each meeting, place them in google folder "Faculty Meetings" - COMPLETE/ONGOING

- K-2 meet 7:30-8:15 AM on Wednesday
- 3-5 meet 2:15- 2:45 PM on Thursday
- 6-8 meet 7:30-8:15 AM on Wednesday

This goal has been implemented in our school culture.

Goal 2: Dates for 2018-19 in-service days for completing the horizontal and vertical curriculum. COMPLETED JUNE 2019
TO BE REVISED in 2023

- August 8, September 21, January 4, February 15, May 17
- gaps were discovered in the curriculum and corrected.

Goal 3: Completed August 10, 2018
Kansas State licensure requires two years of a mentoring program to receive a professional KS license.

- State standards have changed and we have readopted these standards since 2018.
- Kansas LCMS District has updated and revised the mentoring requirements. We have adopted them. Evey new teacher on faculty is paired up with a metnor.

Goal 4: as of school year 2020-2021, we have met 100% of goal but due to staffing changes, this goal is ever changing.

- New teachers are actively working to obtain a Kansas teaching license.

Goal 5:

- LCMS Kansas District has implemented a District wide-staff professional development plan
- Plan implemented and program in progress/ongoing.
- Due to COVID restrictions in the 2020-2021 school

○ Attend other schools and observe grade level (Lutheran or not) with documentation of observations- On-going ○ Principal- formal and informal annually ○ Use the accreditation format for observations ● Technology ○ Create social media outlet for professional development ○ Create blog and discussion board by Fall of 2019 (technology department will be the lead) ○ Create podcasts and vlog by Fall of 2019 (technology department will be the lead) ○ Technology department will hold workshop with teachers annually	year, teachers were unable to complete individual research and teaching of teachers. They were able to complete group teachers teach teacher events ● Completed and ongoing. Use ELEOT, formal and informal. ● Through EANS grant - our teachers received PD once a month for 10 months during the school year 2021-2022. ● Completed - Need to attach documentation in addendum ○ Budget work is work in process ○ 2021 Update- ○ There is a 3 yr tech plan in place that is continually reviewed by tech dept and principal. ○ Technology dept does hold workshops with staff continually and as needed. ○ Technology department meets with teachers one on one for conitual training. ● Completed peer observations for 2018, 2019,2022 ○ Parents observing classrooms annually in Oct. Not done in 2020 due to COVID, No completed due to COVID 2021 ○ Teachers observed other teachers in other Lutheran schools throughout the year, 7th grade, 1st grade, 6th grade

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Domain: Teaching and Learning Impact **Champion:** Nancy J.	
Strategy 2: Develop a continuous process for verifying improvement in student learning and postsecondary and career preparation.	
Goals/Steps: 1. Implement project-based learning across all grade levels 2. Enhance student mentoring opportunities 3. Analyze formal assessments (Map testing, Kansas State Assessments, Dibels) to create formal procedures to enhance the curriculum and instruction to improve student learning 4. Share learning with adults and students 5. Implement Kudor Navigator for middle school students	
Measures: **1. Goal 1** • Complete one project annually across all grade levels and host a curriculum fair ○ Social studies fair by Spring of 2019 ○ International fair by Spring of 2020 ○ Science fair by Spring of 2021 **2. Goal 2** • Provide opportunities for students to mentor or be mentored (suggestion: an elective for upper grades), annually and implemented by 2019 • Create a (pre-K through 8th grade buddy system (including a monthly meeting schedule) by school year 2019/2020 **3. Goal 3** • Written procedures on how to use the formal assessments to make curriculum decisions by May 2019 On-going, reviewed every May. **4. Goal 4** • Student learnings shared between grades annually with all stakeholders determine curriculum • Hosted curriculum fairs or the community annually with all	**Goal 1** • Social studies- completed May 8th, 2019 • **International fair- completed May 2020 - not completed because of COVID-19** • Invention Convention, May 2021 • Wax Musuem, May 2022 **Goal 2** • Mentoring Program- targeting Fall of 2019 to begin • Buddy system- WIP for K And 7th/8th grade, meeting weekly, ongoing • Created Leadership Student Board - inorder to have a leadership forum for students. **Goal 3** • MAP and KITE testing are used ○ No testing in the Spring of 2020 due to COVID and remote learning.

stakeholders 5. **Goal 5** ● Web-based career survey is being implemented 6th-8th grade ● Students will watch videos and read about all the different careers you can explore. ● Student will take a quiz about their interests and discover how to connect them to careers ● Students will get ahead of the game by starting a four-year education plan. ● MIddle School students will meet with the School counselor to put together a IPS (Independent Plan of Study) annually ● The IPS will be placed and added to their student files (developed with the school counselor)	○ MAP, KITE and Dibels were administered and curriculum decision were made at the end of the year with the faculty. **Goal 4** ● On-going ○ Student learnings: Ted Talk (5th grade), wax museum (5th grade), living history (7th/8th grade), National Lutheran Schools Week (all grades) ○ Community: Veterans and Christmas Programs ○ Wax Museum was judged by church members. **Goal 5** ● Implemented and on-going ● Each 7th and 8th grader meets with a middle school teacher to talk about their IPS. IPS is added to their cummulative file.

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Domain: Teaching and Learning Impact **Champion:** Jay Schroeder	
Strategy 3: Plan for support services (emotional and counseling needs of students)	
Goals/Steps: 1. Create a list of resources in community - Fall 2019 ● Contact hospitals, Sunflower House, counselors and nurse for recommended resources (Maresko) ● Identify retired church members who are counselors ● Reach out to church/alumni who have experience 2. Identify training for teachers- Fall 2019 ● Contact Concordia about benefit plan to identify training available 3. Develop a policy for teachers and staff- August 2019 ● The policy will include: ○ When do we contact authorities? ○ When do we escalate to principal? ○ When is it a teacher/principal/counselor issue? 4. Obtain grant funding for school counselor- May 2019 5. Implement a Kindergarten Readiness program- AS: QE-2 (set of questions about behavior and social- emotional development of young children) and AS: QE-3 (set of questions about physical development of young children program and it includes communication, gross motor skills, fine motor, problem solving and personal/social) will be implemented and reported to KSDE 6. Social Emotional Learning	
Measures:	1. Work in progress (school counselor)- COMPLETED

1. Create notebook of community resource 2. List type of training, when training was offered, and who attended 3. Create a policy document 4. Grant requests were completed 5. Questionnaire will be sent to the parents at the beginning of September, 2018 6. To identify and define the social-emotional and character development standards that will become the areas of focus in each grade level from preschool - 8th grade.	School counselor was hired for the school year 2018-2019 for 6 hours per week. School counselor job description attached.Maresko is now the counselor since the 2019 school year ● Not necessary at this time 2. 2019 training completed on 3/17- suicide prevention training for all teachers and parents (need to attach documentation) 3. Contacted in June of 2019 for student teachers. We are on the list of schools to receive student teachers 4. Handbook Updated in July of 2019 to include policy that includes how to escalate issues when they arise. 5. We did not get a grant but because of reduced staffing funding was available to pay a part time counselor. ● AS: QE-2 and AS: QE-3 program purchased, questionnaire sent to parents, and completed by parents for 2018. On-going Implemented in 2018. Mandated for the end of September each year by the State. Evidence is reported to state upon completion each year. 6. By developing and implementing a systemic protocol to support students' social-emotional learning, faculty and staff will have the training and resources necessary to respond to their students' needs. Hope Lutheran School's Strategic Plan requires that we make Social-Emotional Learning (SEL) a priority by way of three objectives: ● Every student will achieve academic success through an individualized learning plan. ● Every student will develop and utilize personal resilience while mastering competencies that lead to the next grade level. ● Every student will develop interpersonal skills to be an engaged, empathetic member of the local and global community through programs like The Collaborative for Academic, Social, and Emotional Learning

	(CASEL) and Skills for Growing Lion's Quest. ● Implemented panorama survey to assess SEL in 2021-2022

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Domain: Leadership Capacity **Champion:** Board of Ed/Nancy J	
Strategy 1: Complete a strategic plan as directed by Cognia	
Goals/Steps: 1. Hire a facilitator by March 2018 2. Compile a committee of school parents, faculty and church members by April 2018 3. Schedule four meetings (3-4 hours) 4. Creat, review, and approve ● Mission, vision and value statements ● BHAG (Big Hairy Audacious Goal) ● Domains ● Strategies, goals and measures 5. Communicate/advertise the Strategic Plan 6. Reporting and updates to the School Board and date reported August 10, 2018	
Measures: Goals 1-6: Annual follow up/review of Board of Education and a review committee (parents, church, staff)	Goals 1-4: Completed June Goal 5- Communicated with all appropriate stakeholders by

	EOY 2018 Goal 6- Reviewed, updated and approved changes, April 2019 April 2019, March 2020,and April 2021, May 2022

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Domain: Leadership Capacity **Champion:** Senior Pastor/Nancy J	
Strategy 2: Enhance ministry sustainability (School/Church Relationships)	
Goal/Steps: 1. Recommend a task force be established to discuss and develop a ministry sustainability plan by 2020 2. Include school choirs/Sunday School Choir performances in church services (preservice music by children) ● School and Sunday School Choirs get options on Sundays and times ● All children's choirs sing in front of church- September 2018 and ongoing 3. Implement volunteer opportunities (examples): ● Alumni ● Ambassadors ● Mentor families (meet & greet, pray, invite) ● Prayer partners (church and school) ● Greeters and ushers of all ages ● Service hours for 6th, 7th, and 8th grade ● Scheduled church member service hours (example: grandparents day,	

classroom aides, readers, grading papers) ● Student council updates of school activities and thank you's ● Encourage school and church members to meet and greet someone new at all activities ● Prayer groups 4. Align teacher pay with the Kansas LCMS district recommended base pay.	
Measures: 1. Names of people, number of meetings, recommendations 2. In bulletin and school note: who sings and how many times 3. The Task Force will assign a chair for alumni and ambassadors (mentors) to create a team and to report to church council. ● No formal measurements for meet and greet. Overall visual will show it has been accomplished.	1. Work in progress. Current Senior Pastor slot is vacant. ● The plan is to work with the interim pastor in the next 14 months. 2. Work in Progress current Senior Pastor slot is vacant. ● Work with the church music director to schedule times for the children to sing at church. (August) We are continuing to explore opportunities for the children to sing in front of church. ● Choirs will be singing at church once a quarter. 3. Volunteer Opportunities ● Set up an alumni breakfast (tabled until 2021 due to COVID19) ● Ambassadors on hold for now ● Mentor families are implemented and continue annually. Have experienced great success with this particular program. ● Prayer partners working to implement in the 2020-21 school year. ● Greeters and ushers used for Advent and Lent services (3rd-5th grade) ● 6-8th graders attend a class called "Community Service", 7th-8th grade Stoney Point, and Servant Leadership Class. ● Looking at adding service hours to 6th-8th grade in 2020-21 school year i. Not completed due to COVID ● Student Council President & Vice President presented to the church during National School Week. Working towards them presenting once per quarter. ● Ice Cream Social & Trunk or Treat are

	activities currently held to mingle. • Moms In Prayer meet weekly • School children send birthday cards to church members • Serve-a-thon was completed in April of 2022 - each class took on a servie project

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Domain: Resource Utilization **Champion:** Laura H	
Strategy 1: Upgrade safety and security procedures (Safety and Security)	
Goals/Steps: 1. Implement a procedure for main church doors (completed December 2017) 2. Upgraded and replaced camera surveillance devices to identify visitors and install a new 'panic button' system 3. Create school and church visitor script and new church badge system (completed February 2018)	**1.**The motion detectors above each pair of doors were adjusted closer to the door so it would not pick up motion 4 ft. to 10 ft. away. It now will sense someone only if they are about to push on the door to open. (about one foot away). **2. We have installed 22 additional cameras in 2019.**

	Added new speakers for outside the doors to alert when there is an announcement. **3. Badges have been updated to allow only those that need access to have access to the building.** **Staff is in compliance with new security measures implemented to only allow authorized visitors into the building.**
Measures: 1. All doors are locked during school hours (8:15 to 3:30) 2. New visitor identification camera surveillance devices installed and 'panic button' system installed at 2 main entrances 3. Visitor script approved and accepted by Safety and Security Committee	1. Completed in 2018 (documentation attached) 2. Completed in 2018 (documentation attached) 3. Completed in 2018 (documentation attached) 4. All doors locked at all times, Completed 2020 5. Active Shooter Training August 2022

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Domain: Resource Utilization **Champion:** Laura H/ Nancy J	
Strategy 2: Enhance emergency procedures for all faculty and staff during school hours (Safety and Security)	
Goals/Steps:	

1. Provide professional development for all emergency procedures for all faculty and staff in the fall of each school year. 2. Review the visitor policy with faculty and staff in the fall annually in August before school starts	
Measures: 1 &2 Report the plan to the church and school Safety and Security Committee annually.	Completed 2018 and annually reviewed- documentation (meeting minutes) in the addendum 2019 ALICE training for crisis management/active shooter training, Review annually Epidemic training session to be completed in 2020-21 Active Shooter Training August 2022 Crisis Management Plan is updated 2022

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Domain: Resource Utilization **Champion:** Board of Trustees	

Strategy 3: Enhance emergency procedures for extended school care and extra-curricular activities during non-school hours (Safety and Security)	
Goals/Steps: 1. Create emergency procedures for on-campus after-school activities 2. Communicate the plan to Safety and Security Committee for non-school hours by October 2018 3. Communicate procedures to coaches, volunteers, parents, and 'other'	
Measures: 1. The Board of Trustees will approve the emergency procedures by November 2018 2. Emergency procedures shared and available to appropriate faculty, staff, coaches, and stakeholders. **3.** Procedures reviewed on-going by individual in charge of each area or group.	1. Completed in 2018 and the document was revised in 2019. This will be evaluated annually 2. Completed (add letter to stakeholders to addendum) Review to ensure that staff has updated version of emergency procedures. 3. Completed with annual review 4. Building is locked after hours. Parents call when they arrive and the child is walked out by staff member. Completed 2020. 5. Concierge Pad app is used for dismissal procedures. Completed 2020. 6. ONGOING

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Domain: Resource Utilization **Champion:** Board of Education	
Strategy 4: Put into place proven strategies which will help us be excellent stewards of God's resources (Financial)	
Goals/Steps: 1. Create a task force to explore alternative revenue sources and explore budget efficiencies by February 2019 2. Identify/document people to solicit people/businesses for monetary donations 3. Emphasize transparency of where money is spent when possible (example: grant money) 4. Communicate what we are doing using preferred communication preferences.	**The Board of Education will make this a priority for the 2020-21 school year.**
Measures: 1. List of task force members, dates of meetings, and task force recommendations received. 2. List of people who are willing to ask others for donations 3. Provide examples of transparency 4. School provides announcements for giving opportunities and results of donations (to include Thrivent Choice Dollars, Amazon Smile Box Tops, and grant writing) to be published in a school and church publication (Hopes' Happenings, Beacon, church, bulletins, bulletin board, etc.)	1. Work in progress 5/2021 2. Have not started yet 5/2021 3. Completed (communications through church bulletin, annual report and newsletter) (attach examples in the addendum) a. 2020-2021: have been awarded grants, FEMA, EANS 1, and PPP monies b. Received donations from the generous people on the board and staff 4. Completed (communications through church, bulletin, annual report and newsletter) (attach examples in the addendum) 5. Several grants have been awarded to the school through federal and local agencies.

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Domain: Enrollment Viability **Champion:** Nancy J/Marketing Volunteer	
Strategy: Enhance marketing, outreach, and community visibility	
Goal/Steps: 1. Improve signage and visibility ● NW corner signage (suggestion: remove trees) ● NE corner (digital sign) ○ Advertise school (enrollment, states, events) 2. Utilize radio advertising (KLIC and KLOVE), social media and website 3. Promote community visibility ● Brat fry/corn boil ● Old Shawnee Days (float and booth) 4. Enhance the school building to ensure it is welcoming and aesthetically pleasing	
Measures: 1-3. Identify additional referrals by source (signs, radio, social media, website, community events) 4. Utilize the electronic board to show entrance and other improvements	1-3. 2020-2021 Referral data ● 4 referrals from signage ● 4 referrals from website ● 14 referrals from word of mouth ● Old Shawnee Days parade float will be church and school in 2020., canceled 2020 and 2021 due to COVID 4. Placed new furniture, rugs in the school entrance. Painted the school entrance doors. Using electronic boards at all entrances. 5. Trunk or Treat 6. VBS 7. Website was updated the summer 2022 due to marketing training taken by the principal and admin assistant. 8. We were part of the Shawnee Day parade in June 2022.

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Domain: Enrollment Viability **Champion:** Board of Elders	
Strategy 2: Increase scholarship opportunities	
Goals/Steps: 1. Develop a school/church sponsorship program 2. Develop and implement a church-wide fall/spring scholarship drive by 2020 3. Develop a program to solicit scholarship funding from external resources	**Reaching out to Chris LaBelle, Board of Elders, to help with this Strategy.**
Measures: 1. Identify sponsors for at least 2 students by the 2019 school year 2. Check account to see money available- target of $25,000 3. Check account to see money available- target of $25,000	Work in progress 1-3 • Researching the 'Donate your Change' program. This program has discontinued. • Identifying donors for 'Adopt a Student' • Every year we receive scholarships from ACE (Access College Early)scholarships. We started with 2 scholarships and as of 2019 we have 7 scholarships. This scholarships stays with the student every year • Kansas Legislative school of Choice currently in review with the state • Adopt a Student is in place and we have helped 5 students. No student has received a full scholarship. In Progress. • We continue to work on grants that can help with scholarship.

Mission: Building lives of excellence upon the foundation of Christ	**Date Resolved and Completed**
Vision: Building up on the foundation of Christ, Hope Lutheran School	

develops, nurtures, and encourages spiritual, social, physical, and academic excellence in God's children, assisting our students and their families in being fruitful members of God's Kingdom.	
Big Audacious Goal: By 2023, Hope Lutheran School will become the "flagship" Lutheran school in Kansas and the Kansas City metropolitan area. ● Creating a seamless church/school relationship that equips children and families to share the love of Jesus with others ● Attracting K-8 students at 15% annual growth ● Financially stable ● Achieving academic excellence by means of a curriculum that is vertically/horizontally aligned, and meeting the needs of all students through research-based strategies including critical thinking and problem-solving skills.	
Domain: Enrollment Viability **Champion:** Board of Education	
Strategy 3: Increase student retention	
Goals/Steps: 1. Increase retention to 95% of non-graduating students ● Identify reasons for departure- annually April/May ○ Survey or 1-on-1 with principal or written communication 2. Provide a "Stay at Hope Fund" annually 3. Improve interpersonal communication with school families ● Home Visits- June through August ● Middle of year phone call or 1-on-1 (annual, winter break)	
Measures: 1. Report results to Board of Education annually in June 2. Report measurable impact (annually in June) 3. Report home visits (August), middle of the year mandatory conference	1. Completed and results reported annually a. Retention for the 2019 school year was 93% b. Retention for the 2020 school year goal met c. 95% of enrollment as of April for 2021-2022 2. Provide "stay at Hope fund" annually 3. Completed (attach data from the home visit logs into addendum) a. Home visits are completed in August 4. We have been able to retain student between 93% and 95% retention rate the last three years.

Addendum
Meeting Minutes

April 12, 2018

Hope Lutheran Schools' Strategic Planning Meeting #1

- Steve McIlvain
    - Group will come up with ideas that eventually go to board for decisions/approval
    - Background: educator/coach, administrator, deputy superintendent
    - Certified strategic planner
    - 75% with Christian groups
- Tonight, value statement, mission statement, vision statement
- Purpose: want a healthy partnership, work effectively, and build a strategic plan
- Rationale: Biblically based, shared vision, ownership, long-range objectives, key strategies and goals, creates measures.

- **Strategic Planning Model**

    - Values: beliefs, how you intend to operate in accordance with the values (a promise), enduring, passionate and distinctive Core beliefs, guiding principle, that never changes, deeply held convictions, priorities and assumptions
    - Value Statement breakout sessions:
        - Values- Group 1
            - Built upon the foundation of Christ
                - Biblically grounded in faith (LCMS)
                - Compassionate and service minded
                - Academically excellent
                - Equipping Christian leaders
                - Famliy of believers
        - Values- Group 2
            - Teaching- Christ/Faith/Salvation, understanding law & gospel, and training in Christian world views.
            - Applying- Biblical principles in living for God, neighbor, respect, encouragement for one another, oasis in the world
            - Sharing- whole Hope Community as missionaries, witnesses to our secular community
            - To the Glory of God in Christ- Taste of Hope
        - Values- Group 3
            - Prepare our students to lead a Christian life, by having a personal relationship with the Savior
            - Staff partners with parents in a family atmosphere
            - Diversity
            - Rigorous academics by prepared Christian teachers
            - Christ centered discipline and Law and Gospel
        - Values- Group 4
            - Committed to Christ centered learning
            - Safe place to grow spiritually, emotionally, and academically
            - Teaming/partnering together with school and family
            - Respect- looking through the eyes of Christ who embraces diversity in all people
            - Academically strong

- Value Statement- selected through consensus
    - Synodically trained educators who build faith in students by their commitment to Christ-centered learning
    - Rigorous academics that provide innovative and diverse teaching strategies
    - Equipping God's children to be witnesses and leaders for Christ throughout the
    - Partnering with church, school, parents and family to be a community of believers in Christ
- Mission Statements
    - More to do with the future, describes what the organization plans or hopes to be in the future
    - Dream of what you want the organization to be
    - Aspirational description
- Mission Statement- Group 1
    - Building lives of excellence upon the foundation of Christ: apply, serve, hope
    - No change
- Mission Statement- Group 2
    - Building lives of Excellence upon the FOUNDATION OF CHRIST
- Mission Statement- Group 3 and 4
    - No change
- **Mission Statement-** selected through consensus (same mission statement formatted differently
    - **BUILDING** lives of **EXCELLENCE** upon the **FOUNDATION OF CHRIST**

- **Vision Statement:** more detailed, defines what the organization is and what organization is trying to accomplish on behalf of the customers
- Current vision statement: Hope Lutheran School strives to develop and foster spiritual, academic, physical, and social growth in children and to assist them and their families in becoming productive members of God's Kingdom
- Vision Statement- Group 1
    - Hope Lutheran School strives to develop and foster spiritual, academic, physical, and social growth in children and to assist them and their families in becoming ~~productive~~ active (additional words suggested: involved or fruitful) members of God's Kingdom.
- Vision Statement- Group 2
    - Building upon the foundation of Christ, Hope Lutheran School ~~exists to~~ develops, nurtures, and encourages, spiritual, social, physical, and academic excellence in God's children and to assist

them and their families in being fruitful members of God's Kingdom

- Vision Statement- Group 3
  - Building upon the foundation of Christ, Hope Lutheran School develops spiritual, physical, social and academic excellence to equip (or empower) servant leaders.
- Vision Statement- Group 4
  - No changes
- **Vision Statement**-selected through consensus
  - Building upon the foundation of Christ, Hope Lutheran School develops, nurtures, and encourages spiritual, social, physical and academic excellence in God's children, assisting them and their families in being fruitful members of God's Kingdom.

Hope Lutheran School's Strategic Planning Meeting #2

Mission Statement Review: no changes

Vision Statement Review: no changes

Value Statement Review/Thoughts/Discussion

- Building upon the foundation of Christ we value
- Students that can carry out the Great Commission (Matthew 28:18-20
    - Going to all nations
- Synodical trained educators change to Christian educators
- Ethnic diversity
- 2 choices:
    - Nurturing faith in students using trained educators called by Christ
    - Building upon the foundation of Christ we value trained educators called by Christ
- 2 choices:
    - Rigorous academics.
        - Delete: innovative and diverse teaching strategies
    - Turn around: innovative and diverse teaching strategies creating rigorous academics
- Equipping God's children...becomes first value. And add 'throughout the world'.

Value Statement Rewrite:

Building upon the foundation of Christ we value:

- Christ centered learning
- Equipping God's children/students to be witnesses of Christ to (or throughout?) the world
- Trained educators called by Christ -or- nurturing faith in students using trained educators
- Partnering with church, school, parents, and family to be a community of believers in Christ. (might need more review next week?)

Hope Survey Results

Strengths- Themes

- Strong academics (5)
- Christ centered education (5)
- Family community (5)
- Loving/caring (1)
- Teacher qualities (3)
- Synodically trained teachers (2)
- Welcoming (1)
- Small class size (1)

Weaknesses- Themes

- Low enrollment/low class size (4)
- Marketing- not enough (1)
- Lacking special education/counseling (3)
- Funding (4)
- Church/school relationship (4)
- Communication (5)

Opportunities- Themes

- Outreach to community- service (5)
- Evangelism (2)
- Growth of enrollment (3)
- Volunteerism/parent involvement (3)
- Different/alternative to public schools (4)

Threats- Themes

- Church/school relationship (4)
- Competition with other private schools (5)
- Security (4)
- Secularism (2)
- Educational establishment (3)
- Lack of growth (1)
- Funding (1)
- Aesthetics (1)

AdvancED Accredited Assessment Results:

Things that Stood Out in Comments

- Displaying student work
- Visitor friendly
- Math grouping
- Financial support from congregation

Things that Stood out in Recommendations:

- Needs for counseling support/services
- Peer coaching

BHAG (big hairy audacious goal)-

- A true BHAG is clear and compelling, serves as a unifying focal point of effort, and acts as a clear catalyst for team spirit. It has a clear finish line so the organization can know when it has achieved the goal; people like to shoot for finish lines.
- A BHAG both builds for the long term AND exudes a relentless sense of urgency. What do we need to do today, with monomaniacal focus, and tomorrow, and the next day, to defy the probabilities and ultimately achieve our BHAG.
- Questions to ask about the BHAG
    - Is it long-term?
    - Is it something people will understand if you share it?
    - Will it require you to stretch yourself out of your comfort zone?
    - Is it measurable and life changing?
    - Does it create momentum?
      Does it excite and stimulate you?
- Types of BHAGs:
    - Target oriented
    - Competitive
    - Role Model

BHAG- First Draft Created by Nancy J

- By 2023 the Hope Lutheran School will become the “flagship” Lutheran school in the Midwest by:
    - Creating a seamless church/school relationship that equips children and families to share the love of Jesus with others
    - Becoming financially self-sufficient by attracting 250 K- students (waiting list)
    - Achieving academic excellence by means of a curriculum that is vertically/horizontally aligned, meeting the needs of all students through researched based strategies including high level integration of technology.

BHAG- Group 1

- By 2023 the Hope Lutheran School will become the “flagship” Lutheran schools in Kansa and the KC metropolitan area by:
    - Creating a seamless church/school relationship that equips children and families to share the love of Jesus with others (same)
    - Becoming financially self-sufficient by attracting 25 K-8 students (waiting list)
    - Attracting K-8th students to maximize enrollment
    - Achieving academic excellence by means of curriculum that is vertically/horizontally aligned, meeting the needs of all students through researched based strategies including critical thinking and problem-solving skills

BHAG- Group 2

- By 2023, Hope Lutheran School will become the “flagship” school in the Midwest.
    - Comments:
        - Huge goal to be THE best
        - Enrollment is 15% annual compounded growth
        - “Financially stable”, or better synonym, but not self-sufficient
        - How to create “seamless:
            - More integrated staff- both ways
            - Member involvement
                - Copying volunteers
                - Booster volunteers
                - Chapel buddies- mentors

BHAG- Group 3

- No changes

BHAG- Draft Created

- By 2023, Hope Lutheran School will become the “flagship” school in Kansas and the Kansas City metropolitan area.
    - Creating a seamless church/school relationship that equips children and families to share the love of Jesus with others
    - Attracting K-8 students at 15% annual growth
    - Financially stable
    - Achieving academic excellence by means of a curriculum that is vertically/horizontally aligned, meeting the needs of all students through research-based strategies including critical thinking and problem-solving skills.

4/28 Meeting Attendees:

Nancy J., Debra H. (school board rep & parent), Margie (teacher), Carmella G (school board), Laurea (IT/Staff), Ella Schempp (School Board), Roberta Schempp (Teacher), Diane Schoettlin, Bruce Bird, Tim, Karen Doel, Kathy (Lead Teacher/preschool), LeAnn (DCE), Diane (teacher), Beverly (teacher), Steve (facilitator), Laura Hunter (Scribe)

May 14, 2018

Hope Lutheran School's Strategic Planning Meeting #3

Value Statement- Revisions

Building upon the foundation of Christ we value;

- Christ-centered learning
- Equipping God's children/students to be witnesses of Christ to (or throughout?) the world
- ~~Trained~~ Educators called by Christ -or- ~~nurturing faith in students using trained educators~~
- Partnering with church, school, parents, and family to be a community of believers in Christ. ~~(might need more review next week?)~~

BHAG (big hairy audacious goal)- Revisions

By 2023, Hope Lutheran School will become the "flagship" Lutheran school in Kansas and the Kansas City metropolitan area.

- Creating a seamless church/school relationship that equips children and families tos hare the love of Jesus with others
- Attracting K-8 students at 15% annual growth
- Financially stable
- Achieving academic excellence by means of curriculum that is vertically/horizontally aligned, and meeting the needs of all students through research-based strategies including critical thinking and problem-solving skills

3 Domains from the AdvancED Team and Task Force Additions to the 3 (Task Force additions in italics):

- Teaching and Learning Impact (Nancy)
    - Staff collaborative learning communities
    - Continuous process for verifying improvement in student learning
    - Plan for support services (emotional and counseling needs of students)
    - *Extra-curricular*
- Leadership Capacity (Ella)
    - Strategic Plan
    - *Church/school relationship*

- Resource Utilization (Pastor)
    - Safety and Security

- *Financial*

Additional New Domain (s) Added by Task Force:

- ~~Church/school relationship (added to the Leadership Capacity domain)~~
- ~~Financial (added to the Resource Utilization domain)~~
  - ~~Need new strategies~~
- ~~Extra curricular (added to Teaching & Learning Impact domain)~~
- Enrollment viability (retention, scholarship, outreach, marketing)

5/14 Meeting Attendees:

Nancy Jankowski
Debra Heimsoth
Margie Krezenski
Carmella Groebe
Laura Haverkamp
Ella Schempp
Roberta Schempp
Bruce Bird
Karen Doel
Diane Eicholz
Kathy Pluff
LeAnn Miller
Diane Eicholz
Jay Schroeder
Selvith Maldonado
Daniel Gibson

MIranda Mondary
Kathy MCIntosh
Calah Stichler
Doris Stava
Pastor Penikis
Meghan Adams
Steven McIlvain
Laura Hunter

March 10 & 24, 2020

Hope Lutheran School's Strategic Annual Review Meeting

In March 2020, a strategic planning committee met to review and update the Strategic Plan. Many of the goals and objectives have been successfully implemented over the past 2 years. As a result of this annual review task force recommends three major goals for the coming school year(s): Enhance Scholarship Opportunities, Curriculum/Technology updates for Math and Language Arts, Align teacher pay with the Kansas LCMS district recommended base pay.

Updated Strategic Plan will be shared with the Board of Education and the Church Council.

March Meeting Attendees:

Ella Schemppn (Board of Education-Chair)

Nancy Jankowski (Principal)

Steve McIlvain (Outside counsel)

William Hastings (Board of Education)

Katrina Celmer (Teacher- 1st grade)

Shannon Lewis (Teacher- 7th grade)

Oralia Ochoa (Teacher- Kindergarten)

Michelle Kay (Board of Education)

April 27, 2021

Hope Lutheran School's Strategic Annual Review Meeting

The strategic planning update committee met to review and update the Strategic Plan. Many of the goals and objectives have been successfully implemented over the past. Some of the goals have not been met this past year, including testing, due to COVID.

Updated Strategic Plan will be shared with the Board of Education and the Church Council.

March Meeting Attendees:

Ella Schempp (Board of Education-Chair)

Nancy Jankowski (Principal)

Steve McIlvain (Outside counsel)

Debra Heimsoth (Board of Education)

Alan Miller (Board of Education)

Lisa Bahr (7th Grade Teacher)

Kelsey Adcock (2nd Grade Teacher)

Pastor Penikis