

**DRAFT Communication: from the Board of Directors to CCCS Stakeholders**

**Date: September 22, 2024**

**Subject: CCCS Board Training & Strategic Planning Update**

Dear CCCS Community,

On Saturday, September 21, 2024, the Board of Directors (BOD) and Head of School (HOS) participated in an Annual Board Training and Strategic Planning Session led by CSI (Christian Schools International) consultant, Terry Kok. The morning training focused on how to maintain clear communication channels, the role of the Board to lead strategically, and the role of the Head of School to manage the day-to-day operations and school staff. The Board observes a Carver Model of leadership, allowing the Board to determine the ends, or overarching direction of the school, while the Head of School determines the means by which to achieve the ends.

With much hope and excitement, the Board and Leadership Team then jumped into reviewing and updating the Strategic Plan during the second half of the day. Many of you may recall being a part of the community discussions in early 2023 when CSI Consultants Terry Kok and Don Kok were engaged by the Board to help in information gathering as the Strategic Plan was developed. The unexpected loss of the 2023 Head of School required the Board to pivot and focus their efforts in 2023-24 to bring in interim leadership and then secure the CCCS future Head of School.

With Julius on board as Head of School, the Board and the Leadership Teams together reviewed the Strategic Plan Framework put forth in 2023, evaluated the relevancy of those goals, and established next steps around each one. In an effort to be transparent and share our excitement for the future with you, we wanted to share the goals below, along with an update on where we are with each. We welcome your prayers and support in these endeavors. God has blessed us with an amazing school made up of wonderful staff, children and families.

If you feel called to serve in some capacity, please reach out to Julius at [jsiebenga@cccoss.org](mailto:jsiebenga@cccoss.org) to discuss your talents and gifts. If you are interested in joining the Association, submit your application using this link <<insert link>>.

In Faithful Service,

2024-25 CCCS Board of Directors

Andrea Terwilliger, President

Eunice Greenland, Vice President

Joel Faber, Treasurer

Alan Leal, Secretary

Katie Kearns, Director

Sherlice Theroux, Director

## **2024 Updates to the CCCS Strategic Planning Goals:**

**Goal 1: Vision.** Board to review the mission statement for updates and set a vision for the future. Immediate Action: by the end of October 2024, a revised mission statement will be brought to the Board for review and approval.

**Goal 2: Administrative Structure.** Evaluate the administrative structure and streamline roles and responsibilities. Changes were implemented in the 2023-24 school year to separate the role of Elementary Principal from the Head of School role. Immediate Action: HOS will review and advise of any structural changes by January 2025.

**Goal 3: Curriculum and Instruction.** Ensure education is high caliber and founded in Christian values in all subject matters. Immediate Action: HOS, Leadership Team and Education Committee will provide a summary “where we are now” report to the BOD for review by November 2024. Medium Term Action: establish a “where we want to go” report and identify investment/resources and timeline needed to get there.

**Goal 4: Facilities.** Maximize the life expectancy of our current facilities and plan for future capital needs. Immediate Action: by February 2025, HOS and the Facilities Committee will develop a timeline and capital budget for any major maintenance and repairs.

**Goal 5: Maximize High School Enrollment and Culture.** This goal has broadened to be “Maximize Enrollment” to ensure efforts are focused on optimal enrollment at all levels of the school. At the time this goal was first defined, the High School was the only area in need of additional enrollment; at present, high school enrollment has increased year over year, but all levels of the school need to grow to reach optimal levels. The High School Taskforce completed their goal of investigating and bringing recommendations to the Board for improvements to the High School; some of those suggestions would be instrumental in increasing enrollment and improving culture across all levels of the school. Immediate action: a workgroup will be identified to create a plan around the tier one recommendations. Their work will be ongoing.

**Goal 6: Board Governance.** Review current Board Policies, Procedures and By-laws for updates. By-laws have been reviewed with no needed updates. The Board is seeking annual governance training, the most recent training taking place September 21, 2024. Immediate Action: The Board Handbook is in the process of being updated and will be complete by December 2024.

**Goal 7: Communication.** Improve communication between all stakeholders. This will move off the strategic plan and become regular management. The Board has established a means of communicating to stakeholders through the Cougar Courier; when the new website is launched it will become the conduit for ongoing communication. Internal communications is improved and will continue to improve as a regular course of management.

**Goal 8: Fundraising.** Increase fundraising and enhance the giving of our stakeholders. A Development Committee has been established as of September 2024. Immediate action: This committee will assess needs and create an action plan to prioritize efforts. Assessment will be complete by January 2025.

**Goal 9: Fiduciary Responsibility.** The Finance Committee is in the process of reviewing and updating internal policies. They are evaluating the best ways to support the accounting manager, identifying the best investment opportunities and evaluating teacher salaries. They have various deliverable dates through the end of calendar year 2024.

**Goal 10: Future Building.** Explore the viability of adding a multipurpose building or gym to campus. Immediate action: over the course of the 12-18 months, a special taskforce will seek input and engage in a cursory review on the viability of future building to present to the Board.