APRIL 16, 2021
REVISED JANUARY 11, 2022

Kevin Knowlton, Chairman, Board of Directors
Mike Sligh, Head of School
OUR MISSION AND VISION

Mission

The mission of Lakeland Christian School is to educate students in the light of God’s Word to equip them for a lifetime of learning, leadership, service, and worship.

Vision

To be a Christian school of influence, characterized by academic excellence and caring community.
Core Value 1: Wisdom Through Learning

As we seek wisdom, we will:

- Interact with the world in light of God’s Word with intellectual humility, worship, wonder, and awe
- Value exploration and inquiry in our learning
- Develop lifelong learners
- Create opportunities for students to build character and develop resilience
- Develop life and social skills
- Incorporate innovative teaching strategies that promote the 21st century learning skills of collaboration, communication, critical thinking, and creativity
- Connect learning to practical application in life
- Provide teachers who have professional expertise and seek to continually grow in their field
- Develop cultural intelligence
Core Value 2: Spiritual Cultivation

As we cultivate spiritual growth, we seek to:

- Be conformed to the image of Christ
- Understand and apply the Word of God to every area of life
- Leverage moments of conflict, disappointment, or discipline to shepherd the hearts of students
- Provide opportunities for worshipping and praying together
- Foster a heart for service to others
- Make disciples and develop leaders
- Expose students to the full scope of God’s Word
Core Value 3: Christ-Centered Community

A Christ-centered community will seek to:

- Cultivate a culture of grace and truth that promotes humility and confidence, holding each other accountable in love
- Delight in and celebrate diversity as an expression of the image of God
- Value people in the way God has made them
- Promote learning in community across grade-levels and disciplines
- Maintain school-wide unity
- Serve and care for each other
- Partner with families in the education process and support the mission of the Church
- Protect the physical, emotional, and spiritual well-being of others
**Honor Code**

- I will be committed to academic honesty and integrity
- I will be committed to showing respect and cooperation with those in authority
- I will be committed to showing respect to my fellow classmates
- I will be committed to a lifestyle that pursues excellence in all that I do and say
- I will be committed to following school policies
Letter of Introduction

Lakeland Christian School is a school with history, pride, traditions, memories, and future. God has blessed the school with good leadership at all levels and the school’s prosperity is a tribute to the Board, the Head of School, the administrators, the teachers, and the staff. That prosperity now allows the school to take stock of its current circumstances and use this strategic planning opportunity to transition to the next stage of its development as it seeks to serve God’s children into the 21st century.

This Plan when approved by the Board of Directors will point the school in three directions:

- The reaffirmation of the mission as the central guiding focus for the development of children
- The rethinking and recreation of the architecture of educating, affirming those things that have proved their worth, and adopting new understandings to deepen and extend the educational experience
- The stewardship of a school that began in 1954, has ancestral forebears, and needs to invest in its future vision so that its current children can imagine sending their children and grandchildren to Lakeland Christian School, just as many are already 2nd and 3rd generation Lakeland Christian students

The Plan works to mitigate identifiable weaknesses:

- A gap between form and function: the desire of the school to educate the whole child in a deep and profound way that brings the light of God’s Word into each child’s life within processes and forms that strongly fight against that
- A gap between ambition and knowledge: the desire of the school to forge ahead without solid planning in each area of the school or the clear collection, management, and understanding of data
Letter of Introduction cont.

When the next Plan is created in 2023-24, the successful execution of this Plan and the accompanying Strategic Financial Management will provide a platform for continuing significant growth. The school, in many ways, will be revitalized and secure as it undergoes its next major transition in Board and School leadership.

We urge the swift adoption of the Plan (amended as necessary) and great energy and perseverance in its execution. We believe and trust that God has been with us all in our conversations over the course of the week and before and that this Plan reflects our collective openness to His voice. We equally believe that our God is a Resurrection God who wants us to be successful, for His kingdom to come on earth as in heaven, and for Lakeland Christian School specifically to thrive and serve children in powerful ways as the school continues its journey.

Simon Jeynes and Bill Simmer, Christian School Management
April 2021

The following is a condensed summary of the major points of the Strategic Plan. For a copy of the complete plan (42pp), contact the office of the Head of School (abradley@lcsonline.org).
STRATEGIC GOAL A:  
*Embracing the Mission: Supporting Today’s Child*

**YEAR ONE, 2020-2021**

**Strategic Objective**
1. Ensure the mission is central in all school communications and educational activities
2. Recognize that the impetus for this Strategic Goal is to continue to support excellent mission delivery in the lives of children, as well as demonstrate excellence to support retention and recruitment of students to result in full classrooms
3. Sustain a rolling three-year Strategic Academic Plan
4. Foster a cycle of continuous instructional improvement using consistent and persistent professional growth for all teachers
5. Consider schedule tweaks for next year that will mitigate the stress the schedule causes and gain time for schedule review without negatively impacting children meanwhile

**YEAR TWO, 2021-2022**

**Strategic Objective**
1. Renew and add a year to the Strategic Academic Plan
2. Mission: Evaluate entrance documents considering the mission- teacher application, interview forms, etc. - to ensure alignment of incoming faculty
3. Expanding knowledge of instructional methods
4. Interrogate current evaluation practices with a view to renewal
5. Explore a Christian Professional Learning Community
6. Annually survey students and review results
YEAR THREE, 2022-2023

Strategic Objective
1. Renew and add a year to the Strategic Academic Plan
2. Mission: connect lesson plans and curriculum documents to the mission ensuring intentional and focused emphasis on the mission outcomes of life-long learning, leadership, service, and worship
3. Expanding knowledge of instructional methods
4. Implement new evaluation framework
5. Provide enhanced teaching resources to improve student learning
6. Christian Professional Learning Community activities continue
7. Annually survey students and review results

YEAR FOUR, 2023-2024

Strategic Objective
1. Renew and add a year to the Strategic Academic Plan
2. Mission: evaluate all admission documents and processes in terms of the mission
3. Expanding knowledge of instructional methods
4. Full implementation of new evaluation framework
5. Christian Professional Learning Community established.
6. Parent equipping: consider the use of technology / website to incorporate into parent equipping
7. Annually survey students and review results

YEAR FIVE, 2024-2025

Strategic Objective
1. Renew and Implement the Strategic Academic Plan
2. Annually survey students and review results.
Affirm the School Mission Statement

Approve the School Board mission statement:
The LCS Board of Directors is entrusted with the responsibility of making strategic decisions that will ensure that LCS remain true to its stated mission so that it will be a blessing to future generations.

Approve and implement the Strategic Plan / Strategic Financial Management/Board Calendar
Multigenerational Board Leadership and Succession through Board Committee Structure
Multi-Generational Stewardship of Facilities and Grounds
Establish appropriate reserves to protect and support the school’s mission
Financial Management: Make Strategic Financial Management along with appropriate Finance Committee metrics the basis of financial planning, tuition setting, and reporting to the Board

YEAR ONE, 2020-2021

Strategic Items
1. Affirm the School Mission Statement
2. Approve the School Board mission statement: The LCS Board of Directors is entrusted with the responsibility of making strategic decisions that will ensure that LCS remain true to its stated mission so that it will be a blessing to future generations.
3. Approve and implement the Strategic Plan / Strategic Financial Management/Board Calendar
4. Multigenerational Board Leadership and Succession through Board Committee Structure
5. Multi-Generational Stewardship of Facilities and Grounds
6. Establish appropriate reserves to protect and support the school's mission
7. Financial Management: Make Strategic Financial Management along with appropriate Finance Committee metrics the basis of financial planning, tuition setting, and reporting to the Board
STRATEGIC GOAL B:
* Serving Tomorrow’s Child: Visionary Governance and Leadership *

YEAR TWO, 2021-2022

**Strategic Items**
1. Review and adapt current year Strategic Objectives as needed
2. Review and adapt Strategic Financial Management as needed
3. Write Committee charges, allocate Board calendar dates for recommendations to approve (Board President, Administrator)
4. Approve new By-laws
5. Multi-Generational Stewardship of Facilities and Grounds
6. Continued focus on establishing and funding appropriate reserves
7. Financial Management: Ensure full funding of the Strategic Plan
8. Financial Management: Make Strategic Financial Management along with appropriate Finance Committee metrics the basis of financial planning, tuition setting, and reporting to the Board
9. Ensure faculty compensation remains competitive

YEAR THREE, 2022-2023

**Strategic Items**
1. Review and adapt current year Strategic Objectives as needed
2. Review and adapt Strategic Financial Management as needed
3. Review Committee charges, allocate Board calendar dates for recommendations to approve.
4. Complete Head of School Succession Plan; appoint new Head of School.
5. Multi-Generational Stewardship of Facilities and Grounds
6. Continued focus on establishing and funding appropriate reserves
STRATEGIC GOAL B:  
*Serving Tomorrow’s Child: Visionary Governance and Leadership*

**YEAR FOUR, 2023-2024**

**Strategic Items**
1. Rewrite and renew Strategic Plan/Strategic Financial Plan
2. Multi-Generational Stewardship of Facilities and Grounds
3. Continued focus on establishing and funding appropriate reserves
4. Financial Management: Make Strategic Financial Management along with appropriate Finance Committee metrics the basis of financial planning, tuition setting, and reporting to the Board
5. Budget setting ensuring full funding of the Strategic Plan
6. Develop a Strategic Financial Plan in support of the new Strategic Plan

**YEAR FIVE, 2024-2025**

**Strategic Items**
1. Review and adapt current year Strategic Objectives as needed
2. Review and adapt Strategic Financial Management as needed
3. Allocate Board calendar dates for recommendations to approve
4. Multi-Generational Stewardship of Facilities and Grounds
5. Continued focus on establishing and funding appropriate reserves
6. Financial Management: Make Strategic Financial Management along with appropriate Finance Committee metrics the basis of financial planning, tuition setting, and reporting to the Board
7. Budget setting ensuring full funding of the Strategic Plan
STRATEGIC GOAL C:
Strategic Advancement: Extending God's Kingdom

YEAR ONE, 2020-2021

Strategic Objective
1. Enrollment: Maximize retention (90%+) and recruitment
2. Develop and Charge the Advancement Committee of the Board: The mission of the Advancement Committee is aid, encourage, advise, and hold accountable the Advancement Team at Lakeland Christian School in all the areas it operates.
3. Continue Quiet Campaign for the new High School / school renovations
4. Develop Leadership Giving
5. Identify the portion of this year’s Viking Fund (as per Strategic Financial Management) allocated for Student Experience items and, from a list developed by the Academic Leaders and teacher, preauthorize expenditures for the next school year.
6. Multi-Generational Endowment: Goal of $13.5M endowment with 10% spend policy; if Florida state scholarship ends, would require endowment of $32.5 M.
STRATEGIC GOAL C: 
Strategic Advancement: Extending God's Kingdom

YEAR TWO, 2021-2022

Strategic Objectives
1. Enrollment: Maximize retention (90%+); fill every grade; target 1087, enhance data analysis and understanding of enrollment metrics of Director of Admission through professional development. Work with Academic Administrators to exercise admission discipline in all grades/sections
2. Capital Campaign: move from leadership phase to public phase
3. Develop and expand the Viking Fund
4. Develop a Program of Biblical Stewardship (leadership giving)
5. Family Relations; website refresh; hire Social Media Support staff
6. Multi-Generational Endowment: planned giving focus through Philanthrocorp
7. Achieve Capital Campaign endowment goals
8. Enhance Alumni Relations (alumni students and parents / grandparents)

YEAR THREE, 2022-2023

Strategic Objectives
1. Enrollment: Maximize retention (90%+) and recruitment; target 1090
2. Capital Campaign: public phase of campaign; construction phase
3. Develop and expand the Viking Fund
4. Fully implement Biblical Stewardship Program (leadership giving)
5. Establish and implement an Advancement Calendar to manage and reduce number of asks of parents.
7. Family relations: Complete website transformation.
8. Alumni Relations; consider an Alumni Association
YEAR FOUR, 2023-2024

Strategic Objectives
1. Enrollment: Maximize retention (90%+) and recruitment; target 1096
2. Exercise admission discipline in all grades/sections
3. Capital Campaign: donor appreciation; move into HS building; celebrate
4. Ensure appreciation of donors and pledge collection
5. Begin quiet phase of campaign for Fine Arts Auditorium.
6. Carry out renovations of existing physical plant
7. Develop the Viking Fund: Objective of an increase of $50,000 per year ($300,000)
8. Continue centralizing ‘asks’ in the Advancement Office along with support for initiatives within the scope of the Viking Fund
9. Intentionally focus on participation in the Viking Fund with the strong base of 100% Board support, seeking 100% administration/faculty/staff support, 75% current parent support, and strong engagement with grandparents, alumni parents, alumni
10. Ensure the process of cultivation, stewardship, appreciation, and thanksgiving continues
11. Multi-Generational Endowment: Build an endowment component into the new campaign to endow the building in perpetuity to cover ongoing costs for maintenance, operations, etc.
12. Continue to develop the Planned Giving program

YEAR FIVE, 2024-2025

Strategic Objectives
1. Enrollment: Maximize retention (90%+), maximize recruitment, target 1096
2. Capital Campaign: donor appreciation; quiet phase of auditorium campaign
3. Develop the Viking Fund: increase to $350,000
4. Multi-Generational Endowment: Continue to develop the Planned Giving program.