

Van Lunen Fellowship Project 2016-2017
Creating A Strategic Plan: Redeemer Christian School
Luke Butler—Head of School

Redeemer Christian School

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Introduction

My Van Lunen journey began several years prior to my actual enrollment in the fellowship program. Several colleagues, namely Jason Powell and Dana James, pursued me regarding my need to be a fellow. As fellows themselves, they understood the value of what they received from their Van Lunen experience. They also realized that the connection to both the VLF staff and the other fellows was as vital to their success as Christian school heads as any part of the program. I actually applied in 2014, only to suspend the process when we found out we would be having our third child that summer. I restarted the process in time to be selected for the 2016-17 cohort, henceforth to be referred to as *The Maroon Platoon*. Needless to say, this experience has absolutely transformed me as I have learned and continue to learn how best to lead a Christian school.

With that in mind, I now turn to my VLF project, running a strategic planning cycle at my school, Redeemer Christian School in Ocala, Florida. I'll first give a brief history of our school followed by a description of the process we undertook from start to finish. I'll include an initial assessment of what worked well and what I will attempt to improve/change/add/eliminate in the next cycle we undertake. Finally, I will delineate our steps forward as the planning process gives way to the implementation phase of our strategic plan.

History of Redeemer

A brief history of Redeemer begins in the fall of 1999, when the founding pastor of our sponsoring church, Good Shepherd Presbyterian (PCA), and a group of committed parents went forward with their plans to open a grades K-5 Christian school. In spite of the odds being against a successful start, Redeemer Christian began with 45 students in August that year, and grew steadily until a middle school was added a few years later. The property on which the school sits was donated by a husband and wife veterinary doctor couple with the express hope that one day a K-12 Christian school would be established. I arrived in 2012, and shortly thereafter, began planning for the expansion from a K-8 to a K-12 campus. In 2014, we established our first freshmen class, serving 8 students in the new high school. In 2016, the school reached an enrollment of 280, with 44 in the high school. Next year, we'll graduate our very first senior class.

The Process

The former pastors and school board dabbled in strategic planning early on, but prior to this year, no one had undertaken a comprehensive approach to working through the formal process. In my fifth year as head and in our third year of a high school program, and with a new head pastor and a mix of old and new school board members, the conditions were set to move forward with a bona fide process. This would afford us the opportunity to review, revise and refine our founding documents on mission and vision as well as to formulate new supporting documents like core values and a portrait of a graduate. But how would we manage the process? Where would we start? What questions would we seek to answer? No one on our board, including me, had run a comprehensive strategic planning process. We knew it was time, but we also needed plenty of help getting started.

Enter Jim Marsh and the VLF fellowship. It became clear to me that the help we needed resided with Jim and his experiences as a school head. I submitted my project proposal early on, confident that a strategic plan was the one thing that would allow Redeemer to continue our growth and improvement over the next decade. Jim and I discussed the process, giving me a grid through which I could begin plotting our course. Several Van Lunen on-campus sessions, including those covering strategic budgeting and board training, really pointed me to areas at Redeemer that needed attention. Once I returned from the VLF July session, the board approved the project for strategic planning and the process to go forward.

Then we hit a snag. At the September board meeting, I proposed that Redeemer contract with Jim to consult with us throughout the strategic planning process. They voted this proposal down, stating that they had the utmost confidence in me to manage the process. I was not so sure, but after speaking with Jim and receiving his encouragement and help, I pressed on. In fact, Jim sent me an email in which he detailed a very similar circumstance early on in his headship at Westminster Christian. He and the board had decided to undertake a strategic planning cycle, but could not afford to bring on a consultant. His board gave him the same message mine gave me; "You can do it yourself. We are confident in you." I laugh even now as I type this, seeing God's sense of humor and His guidance through this time through Jim, who truly understood my predicament.

With a number of articles, Power Points, and coaching conversations, Jim supplied me with enough know-how to design the process for Redeemer. We began with SWOT analyses involving a number of stakeholder groups, including the board, my leadership team, my staff, and a select representative group of school parents. It was both amazing and encouraging to me as the SWOT analyses revealed a startling consistency in our strengths, weakness, opportunities and threats. As a team-oriented leader, I gained a ton of satisfaction out of this part of the process as I heard many voices giving wise assessment regarding our ministry. Most of what they said echoed my own thoughts. I was especially gratified to hear from every group that the staff was our chief strength. Recruiting and retaining the best staff has been a key part of my strategy since I arrived at Redeemer. Likewise, the assessment of our weaknesses as a ministry also echoed my concerns about losing mission focus and falling on difficult financial times. Finally, the analyses revealed opportunities for the church and school to come together to do community outreach to our county. The strength of the church-school relationship remains vital to our continued growth and success as a ministry.

At the same time, I conducted a mini retreat for the board in which we decided to re-examine the mission and vision statements as well as to begin work on defining and stating our core values. A subcommittee of the board, of which I was a part, was convened to work through edits of current statements as well as the formulation of drafts of the core values and eventually the portrait of a Redeemer graduate. Lencioni's book *The Advantage* was extremely helpful in working through these statements. I actually shared sections of the book on mission and vision with the subcommittee as we worked. We met weekly for most of the rest of the fall and spring, editing and refining our core statements. In January, we contracted with Zach Clark to coach us through our capital campaign. Zach's guidance and advice regarding the vision/mission/core value statements was immensely helpful. The

board and I began to see the vital nature of having useful, clear and well-defined mission and vision statements as we prepared to talk with donors about investing in our future.

A final part of our initial data collection for the planning process was completed in our annual parent survey and demographic study. About 35% of our parents responded to our online survey, rating staff and programs very favorably, and indicating a felt need for expanded facilities and additional programs, especially in high school. All of this data, along with the SWOT analyses and the work of the board subcommittee pointed us towards our strategic initiatives and the areas into which we would invest time over the spring. Beginning in January, we convened four new subcommittees, led by members of my staff, to examine the following:

- 1) Staff Recruitment and Retention
- 2) Overall academic/Athletic/Fine Arts Program
- 3) Facilities
- 4) Marketing and Admissions

A fifth subcommittee concerning missions and outreach was tabled for now, with some of its prerogatives folded in to other subcommittee work.

Along with the standing subcommittee on mission and vision, these groups comprised the next phase of the process of examining the needs of Redeemer and helping to determine our next steps. Jim helped guide this part of the process by identifying key questions that needed to be answered by each subcommittee as well as providing me parameters under which the groups would do their work. The committees met throughout the spring to discuss and formulate recommendations for their areas of focus.

Another unexpected turn occurred in the journey when I felt compelled to convene a SWOT meeting comprised of staff who had children in the upper school (Grades 6-11). In the transition from me as the sole administrator to a dean of faculty as well as a dean of students, we struggled to accurately define and live in our new roles. In the struggle, we experienced growing pains regarding student culture, discipline, staff shepherding and overall academic expectations. Many of these growing pains were unavoidable because they were unforeseen. My desire to be more strategic, allowing my two deans to handle much of the operational, day-to-day duties of the school exposed two issues for us. The first was my conscious and unconscious desire to continue to control and dictate the operational aspects of our school functions. I interfered, sometimes unintentionally, with my deans' function. The second issue was a communication one, whereby I failed to communicate my expectations clearly and fully to these two very capable leaders. In turn, they missed some things that they didn't even realize were important. Combine this with the normal pressures of growth and you get some unmet expectations, disappointments, and frustrations. My staff moms acted as the canary to warn us of some possible dangers to our mission as a school. Our Dean of Students conducted the initial SWOT analysis and I convened a follow-up meeting with this group in order to listen and communicate vision for how we

would address their concerns. As difficult as this was, I believe that God allowed their concerns to drive us to improve and grow in healthy ways as a school. I see this episode as a sort of microcosm of our overall strategic planning process in which we were able to analyze and diagnose our current health and create action items towards overall school improvement.

Each subcommittee head issued a report with a summary of their process and a list of recommendations for the board to review and approve. I then took each of these reports and compiled them into one document for presentation to the board. The June meeting is scheduled for the 21st and will give the board its first discussion of the recommendations. With a new chair beginning in July and our engagement in our first major capital campaign in years, this is sure to be an exciting time in the life of Redeemer Christian School.

Review of the Process

As I review the process and look back over this last year, I see a number of places in which I/we could improve the strategic planning process on the next go around. Each is delineated below:

1. **Broader participation:** This first planning cycle, by its very nature, was somewhat limited in scope due to time constraints and novice leadership. We included board, staff and select parents, but would seek to include more parents, students, and outside community members. This first iteration of the process has been very helpful, but could, in the future, offer a greater opportunity for inclusion which could serve as a vehicle for more involvement by various stakeholders over time. Because our school has grown from 180 students to almost 320 in a matter of four years, it is imperative that we continue to enfold all members of our community into our planning process. We'll continue to invite inclusion through annual surveys, parent roundtables, and other methods in the next school year.
2. **Board and staff training:** Introducing the strategic planning process this time around felt to me like a shotgun start. I announced to the board during a meeting last summer that I felt that we needed to engage in the process. After a few short discussions, we decided that this would be a good course of action. I provided very little training/background information to the board and staff as we jumped in. Looking ahead, I think a more thorough introduction to the *why* and *what* of planning will be addressed well in advance of beginning the process. In spite of this I do feel that the board and staff jumped in with both feet and performed wonderfully in all of the roles to which they were assigned.
3. **Time:** For the first time through the planning process, we took less than a year total from start to finish, introducing the process in September and concluding it in June/July. Granted, we'll just begin the work of executing the action items this summer. However, I feel that a longer run-up, including the training mentioned above, would be more helpful next time. I feel like a series of communication pieces (like blogs, roundtables, videos) could precede the planning process. This would allow us to educate the stakeholders and invite them more deeply into the process.

Steps Forward

The board will receive the full report detailing all of the committee recommendations during the June 20th meeting. I anticipate a time or two of deep discussion regarding the recommendations, followed by board approval of most of them as action steps for my staff and me to begin attacking. I am very excited about the recommendations as they give us very specific areas toward which we can focus our efforts in the coming months and years.

Redeemer Christian School has already benefitted greatly from this strategic planning cycle in several ways. First, the refined mission and vision statements, along with the newly-written core values and portrait of a graduate has allowed us to see more clearly who we are and what we aspire to become. Now, the process of communicating these statements and the values which undergird them to the entire Redeemer community has begun. Blogs, coffee roundtables, and individual conversations with stakeholders are already affording us the opportunity to educate our stakeholders regarding who we are and why we exist. Next, as school head, I, along with our new head pastor, have been afforded the privilege of putting our fingerprints on the mission, vision, and core values of our organization. This allows for more ownership on our part as we cast vision for Redeemer amongst our respective staffs as well as the broader stakeholder community. Finally, in the midst of encouraging growth and a capital campaign, this strategic planning process has allowed us to keep our eyes on the proverbial ball, reminding ourselves, our staff, our community and our donors of exactly who we are and why we exist. This timing, though not planned, has been perfect in light of what God is doing at Redeemer. Having walked through the process of defining/refining who we are has allowed and will allow for us to maintain our mission focus and work at keeping Christ in all things at Redeemer.

Conclusion

I can't believe it is May and the school year has just ended. It has been a challenging year, but one full of opportunities to grow as a leader. This project has allowed me to grow in my ability to cast vision and to direct change at Redeemer. I am humbled by the presence of God in the midst of this process and am hopeful that as the board approves the action items this summer, that Redeemer will grow in quality, depth of commitment to Christ and His kingdom and in our ability to better serve every student and family He brings to us. Many thanks to Jim Marsh, Zach Clark and to all of my instructors at the Van Lunen Fellows Program. I am a far-better equipped leader because of their help, wisdom and encouragement.

Appendix

Our Mission

The mission of Redeemer Christian School is to serve students through a rigorous, biblically-integrated program of instruction, educating them to live in community with grace and excellence. Faculty and staff teach, equip and train students to engage all of life through a biblical perspective.

Our Vision

To see students educated to set their hopes on the grace of Christ, govern their lives by Biblical principle, and train their minds to promote and defend the faith, all to the glory of God.

Graduate Profile

A graduate of Redeemer Christian school...

- Engages all of life through the truth of God's word and his plan for the redemption of all things.
- Is an articulate, well-read, critical thinker prepared to engage the world around them.
- Works hard, possessing an industrious, creative and confident spirit as they pursue excellence and are undaunted by adversity.
- Cares for their community, loving and serving their neighbors in the name of their Savior.
- Is a Christian, humbled by God's abundant grace given to them through Christ, and is free to repent and forgive in all of their relationships.

Core Values

Our highest and most critical commitment is to the Triune God as revealed to mankind through the Holy Scriptures. This commitment is not assumed but serves as the foundation and cornerstone upon which all else is built. Regarding our mission, vision and core values, He is the Alpha and Omega, the Driver of all we do and the reason we exist. (Psalm 118:22,23; John 3:16; 1 Timothy 3:16-17; John 14:6; Revelation 22:12,13)

On this Foundation we claim the Core Values of:

Excellence- We strive to improve, grow, succeed, and lead in every aspect of our school program: academics, athletics, arts, spiritual formation, relationships, personal and corporate

virtues. Excellence is not measured simply by the outcome but also through the process. Our staff seeks excellence in everything we attempt, and aims to inspire our students and families to do the same. Thus, we do not simply encourage good grades but homework done diligently. We do not simply desire to win championships but to practice passionately. We do not simply settle for a friendly community but long for a community of deep relationships. In short, we aim for excellence in every facet of our program, in all we attempt as well as in all we accomplish. (Leviticus 19:2; Ecclesiastes 9:10; Philippians 1:6; Philippians 4:8-9)

Grace- As we strive with and for Excellence we remember that we are growing, not grown, learning not learned. As we grow and learn we will experience corporate and personal successes as well as failures. Success will lead us to praise God and rejoice in His good gifts. Failure will remind us of our utter need for Him and of His unmerited love for us. Through Grace we will know both to be God's kindness and to act out of our gratitude for all He has done, is doing and will do in and through us. (Matthew 11:28-30; Romans 2:4; Ephesians 2:1-9)

Community- Redeemer exists not for itself but for its community. Therefore we strive to be a microcosm of the community we long to see. This means we care for each individual student, staff member, and parent to equip them for their specific role in our school community as well as their role in the greater community. (Jeremiah 29:4-7; John 17:22-23; I Corinthians 12:12-31)

History of Our School

Our school began when God called Dr. Bill and Dr. Manu Lyall to give 25 acres of their veterinary farm to become the site of a unique K-12 Christian school. Their hope was that many families would come to faith in Christ through a quality Christian education in the same way they were brought to faith when their children attended a Christian school. After many years of prayer, research and false starts, it looked like their dream would die. But, the people of Good Shepherd Presbyterian Church, led by Ted Strawbridge, decided to follow God's leading and establish Redeemer Christian School in the fall of 1999.

But who would lead such an improbable school? Enter Bernie and Ann Abbott who, with more wisdom and experience than we could have hoped, led RCS through its first three years. Their unparalleled commitment established RCS as a school built upon excellence, community, and grace. They lived in a mobile home on campus, brought their knowledge and experience to bear (Ann had been Georgia teacher of the year and Bernie had served as a college administrator) and personally sacrifice as they worked for no salary.

Year after year God provided the necessary students, teachers, and staff, making it clear that something special was being created. As the school grew, middle school classes were added, operating in portables until 2007 when the Lyall Center was built. The addition of 10 classrooms, offices, and a gymnasium equipped RCS with facilities to better serve our growing school community. This building also enabled us to move toward fulfilling the original dream of serving families through 12th grade.

In 2014 the RCS school board and the session of Good Shepherd Presbyterian Church decided it was time to step out and establish a high school program. Now, a high school that began as a freshmen class of 8 students in 2014 serves more than 50 students and will graduate its first senior class in the spring of 2018.

Why Is This So Important?

Imagine hundreds of Redeemer graduates leaving home every year, equipped to think and act biblically, to be hard-working, industrious, well-prepared adults who can engage the culture on many different levels and, at the end of the day, love and care for the people around them in Jesus' name. These graduates understand that they are a small but integral part of God's redemptive plan as He reclaims all things from the grip of sin and sorrow. He is making all of the sad things come untrue, and He is using His people to affect this plan.

It is the vision of Redeemer to train such graduates for the work of being agents of God's grace to the relationships in which they find themselves. Our hope is that they would also lead by example, seeking excellence in every aspect of their professional and personal lives. Finally, we desire that they act as catalysts to strengthen the communities of which they are a part as adults.

What Will Help Us Achieve Our Vision?

In our brief but storied history, Redeemer has distinguished itself as a rigorous, distinctly Christian school which has valued and cultivated academic excellence, relational grace and a vibrant community.

In May of 2018, we'll graduate our first class of seniors, thus launching a new era for our ministry in which our scope of influence will be greatly expanded. Our strategic planning process has allowed us to clarify our mission, vision and core values. We also have crystallized our vision of what we want our graduates to look like once they leave us. In order to accomplish our ambitious vision, we will implement a plan to expand our capacity as an educational ministry.

Our strategic plan includes four areas of emphasis:

Focus on recruiting, training, keeping the best teachers

- We commit to hiring a highly-qualified, spiritually mature, creative faculty and staff.
- We will train our staff to employ the best practices and tools of their trade for the good of our students.
- We will compensate and care for staff biblically and responsibly, thus maximizing their service to the students and families of Redeemer.

Grow a grace-filled and generous community

- We will invest great effort in shaping the student, staff and parent culture according to the gospel, inviting all towards love and grace.
- We will cultivate a culture of giving through our thorough preparation, clear communication and vital relationship with our donors.
- We will seek to expand the reach of our community through service to the greater Ocala community.
- We commit to live graciously, repenting and granting forgiveness among our staff and faculty as well as with and to the greater community.

Provide great facilities for staff and students to do their best work

- We commit to efficient, effective and judicious use and care of our current facilities in serving our students and families.
- We will work diligently to design and utilize new facilities to better serve present and future students well.
- We will wisely and responsibly plan for future expansion of our capacity according to our mission, vision and core values.

Provide the best curriculum and programs to prepare students for next chapter of their journey

- We commit to a constant, steady and wise approach to improving our current academic, fine arts and athletic programs while discerning how to wisely and sustainably grow new programs.
- We commit to always be improving in every aspect of our trade through prayer, training, strategic planning and building an overall culture of excellence among our staff and faculty.

Each component of the strategic plan has been carefully crafted and action plans have been established to begin this next phase of growth at Redeemer. Much of the resources needed to expand our capacity in four of these areas will come from tuition and fees in our growing school.

The expansion of our current facilities to better serve upper school students will be funded through the generosity of donors invested in making the ministry to students in Marion County a priority.

The Steps

Step 1: From the Ground Up

\$1.6 million [COMPLETED]

Starting in 2007, we endured a significant downturn in enrollment from over 240 students to 175. Since 2012, we've experienced extraordinary growth to a total enrollment of 280 grades PK3 through 11. Our last major construction project was in 2007, with the completion of the Lyall

Family Center. \$400,000 of the total project costs was given for building which now houses our growing middle school program and provided a gymnasium, library and computer lab. This expansion made middle school possible and now also houses the growing high school program.

Step 2: Expanding Our Reach

\$1.6 million

As our next step to respond to the growing demand for a Redeemer education, we plan to expand and add as many as 14 new classrooms serving the upper school while freeing up additional space for middle school, added locker rooms for athletics, and fine arts space. Within the next five years, we anticipate the enrollment in upper school growing 130 to over 200 students, with our graduating classes growing from 10 to 35. Adding this classroom space to Lyall Family Center will allow us to better serve our high school students, providing additional science labs, fine arts space, and room to expand as we grow the high school. These specialized classrooms will also provide important opportunities for students and teachers to do their best work. The increased classroom and program space for high school creates additional capacity for us to expand middle school sections and provide additional space for growth in athletics and fine arts.

Step 3: It's Elementary and It's Fun!

\$2.3 million

With a successful expansion of upper school, we will then focus on adding as many 12 additional elementary classrooms, allowing Redeemer to double every grade from K5 through 5th grade. This enables us to increase our elementary enrollment capacity from 120 to 240. This expansion will also include additional fine arts, technology and meeting space for elementary students and staff. Offices for elementary administration and teacher workspace will also be included. Additionally, we'll add improved athletic facilities to accommodate a growing upper school athletic program, including new soccer/baseball/softball fields, expanded seating, and a track, as well as a restroom facility and concession stand.

Step 4: For The Next Generation

\$1 million

As the final piece in our plan to provide more students and families the opportunity of a Redeemer Christian School experience, we will focus on the construction of a new pre-school building, allowing for doubled sections of K3 and K4. This enables us to increase our preschool enrollment from 40 to 80 or more. This new facility will also provide connected outdoor learning areas and walk-out access to the playground. Additional security measures will be implemented, as well as a separate parking area for preschool pick-up and drop-off will also be provided.

Redeemer Christian School – Buildings and Grounds Committee

Committee: Tommy Craggs, Myron Bowlin, Melbourne Facey, Mike McGovern, Rob Boyer, Doug Davison – Chair

Our committee considered two areas as we consider the stewardship principals as it relates to the building and grounds.

Two Areas:

1. Long Term Vision of the church/school ministry
2. Short Term Vision of the church/school ministry

The existing conundrum appears to be maintaining excellence in the day to day operation of the ministry (repairs / “right now needs”) balanced with pursuing an end in mind vision of the most ideal complete campus. (Future buildings, athletic fields, parking)

The committee’s recommendations are to:

- Establish a master site plan portraying the following:
 - Number of classes ideally of each grade (example 2 sections of each grade)
 - Location of all current and future buildings required
 - Location of all athletic fields/facilities
 - Location of parking and driveways
 - Location of required drainage retention areas (DRA)
- Define and determine the most immediate needs regarding facility/ground structures
 - Current building/ground repairs
 - Temporary buildings
 - Covered pavilions/walkways
 - Parking
 - Athletic fields/Tennis courts
 - Outer fields
 - Landscaping/Signage “Curb appeal”

The committee was in strong agreement that not having a master plan of the “ideal complete campus,” is problematic as it relates to short term needs. Without a master plan, potential short term needs may prove to be counterproductive in the long run.

Academics, Fine Arts, Athletics

#1 Committee recommends adoption of the following definition of “academic excellence”:

The RCS community benefits from individuals who pursue excellence, this includes academic excellence. This describes a faculty which challenges students to accept the rigorous demands of scholastic discipline and is committed to continued professional growth so that it may best support the learning process. RCS is also committed to maximizing each student’s potential in order to prepare students for achieving future success and reaching their God-given potential. Academic excellence also requires that students are responsible for consistently exhibiting their best efforts in their work. Mediocre work and poor performance which is below a student’s ability will not be tolerated.

#2 Committee suggests 2 dedicated Professional Development (no longer referred to as “in-service”) days per school year in each faculty member’s area of expertise in addition to the 4 existing teacher workdays.

#3 Committee recommends a more defined separation between regular/honors courses regarding course requirements and instructional delivery methods with the eventual goal of these groups meeting as separate classes.

#4 Committee recommends a required high school semester course which focuses on study skills/life skills, SAT/ACT prep, college planning, career planning, and perhaps financial planning (if not part of 12th grade economics course).

#5 Committee recommends an administrative policy to safeguard class time of special areas (PE, band, art) and promote the importance of these activities. Such a policy should require advance notification if a teacher needs to keep a student during that student’s special area class; committee suggests investigation/implementation of alternate times in the school day for students to make up work/tests/etc.

Strategic Planning Committee
Faculty Growth and Development

Committee Members

Pete Nadeau (Chair), Bob Ayton, Chelsea Miller, Barb Wesson, Karon Baumann, Cindy Jensen, Albina Powers

Key Area Questions

What steps must be taken to ensure that we can effectively recruit, retain, and support the highest quality faculty and staff? What steps might be taken to enhance faculty professional growth and leadership development?

Committee Recommendations

1. Provide teachers with adequate academic and behavioral support staff commensurate with the vision of the school and demands of student population.
 - Additional special education staff who can address academic leveling.
 - Spiritual life director trained in biblical counseling with a focus on emotional and behavioral wellness.

2. Remunerate faculty and staff at a rate **ninety percent** commensurate with Marion county.
 - Differentiated salary and benefit packages that offer choices for young, single, married, parenting, and older teachers.
 - Develop an incentivized stipend scale that compensates for additional duties, classes, and extracurricular responsibilities.
 - Develop faculty designated spaces including restrooms, lounge, and workspaces.

3. Provide a differentiated and practical professional development program that meets teachers' requests and needs.
 - Teacher-generated and teacher-selected professional development opportunities.
 - Intentional development of faculty collegiality and spiritual life.

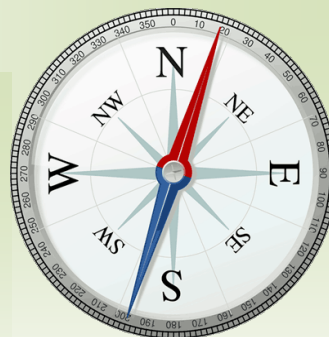
Addressing Key Areas of Enrollment Growth, Marketing & Communications

Our committee looked to address the challenges presented to us in a three-prong approach by involving students, parents and administration in the effort to overcome the current and future issues associated with enrollment growth, marketing and communications. The committee also looked at addressing these issues in the community and on campus.

Recommendations for Growth/Marketing:

Students- The committee believes the shadowing of potential students should not only be a complete school day, but also incorporate a shadowing of sports and extracurricular activities offered at RCS. This can be accomplished not only by attending a practice or meeting of the interested sport or activity by the potential student, but the various sports/activities offered at RCS could be made available through a video on our website, or through a link on our social media pages. The video could be shot from the viewpoint of a player/participant by way of a Go Pro camera or phone highlighting practices, coaches, etc.

Parents- Who better to promote RCS than the parents who send their children to Redeemer. The committee believes promotion through the recommendations of those that experience the benefits of RCS first hand is a powerful testimony. The committee believes a Referral Loyalty Program incentive for parents in the form of a percentage or set reduction in fees could be a very powerful recruiting tool regarding new RCS attendees.



Committee

Committee Leader:

Kevin Barineau

Committee Members:

Cindy Bowlin

Kendra Lee

Dave Miller

Xochitl Smith

Amber Todd

-Excellence

-Grace

-Community

...Christ in all things!