



Charting a New Course for the Future

“In his heart a man plans his course, but the Lord determines his steps”

Proverbs 16:9

Dunnville Christian School

Dunnville Christian School (DCS) is a JK-8 school with high academic standards, dedicated students, supportive community and awesome students. We have 128 students and have been steadily increasing in numbers over the last six years even though we are located in a small rural community where there is high unemployment and welfare. Believing that if you are not moving forward, you will go backwards is the purpose of our Strategic Plan.

Our building is 41 years old and has been kept in good shape but needed a new roof and new front entrance/office area (at the beginning of this project) and is short of space for future programs such as band, fine arts, and future growth. We do not offer a band program, full time JK/SK or enrichment. DCS currently has no mortgage, so it is in a good situation to move forward but needs a strategic plan to accomplish this.

The final project included a new mission statement for the school’s purpose, a statement of vision and values to help us plan to fulfill our purpose and four areas of strategic importance: Program, Personnel, Facility, and Finances.

Joyce Koornneef, Administrator

Dunnville Christian School

37 Robinson Road, Dunnville, Ontario, Canada

N1A 2W1



Project Overview

I have been administrator of Dunnville Christian School for five years. During that time, we, as a school, have worked on accreditation, building up staff moral, improving our reputation in the community, improving academics, and increasing enrollment. In 2012, DCS had accomplished all the goals and parents were very happy. So happy, in fact, that many of them did not see the need to look into another strategic plan or changes. My belief has always been that if you are not moving forward, you begin to go backwards. It was time to celebrate what God has done for us and move forward to seeing where God is leading us. The building and the programs were very good but I saw many areas that we could improve and become even better. This is what led me to the VanLunen Fellowship and my project of Strategic Planning.

Strategic Planning Process

The beginning of this process began in July 2012 at the VanLunen Fellows week in Grand Rapids, Michigan. I was excited about beginning a strategic plan for Dunnville Christian School. After my week in Grand Rapids, the real work began among the business of running a small, country school while still teaching 50 percent.

I spoke monthly with my consultant Don Distelberg. I would update him on my monthly activity and he would give me suggestions for my next steps.

September 2012

- a) A Strategic Plan Ad Hoc committee was formed.
- b) Material was put together for focus groups.
- c) Past and future information was compiled in terms of finances, faculties, programs, and personnel.

November 2012

- a) Focus groups of parents, board members, and other stake holders were held.

February 1 and 2, 2013

- a) A board retreat was held with board members, several staff members, and other stake holders (15 people were in attendance)
- b) Don Distelberg lead the retreat in a series of breakout groups to review DCS'
 - i) Mission and Vision
 - ii) Core values
 - iii) Strengths and Weaknesses
 - iv) Opportunities and Threats
 - v) Goals
 - vi) Action Steps
 - vii) Responsible Parties
 - viii) Reporting Accountability

March 2013

The "Charting a New Course For the Future" Strategic Plan was presented to the board.

May 2013

The New Mission and Vision Statements were unveiled to the membership.

June 2013

The School Leadership Team began to study the Strategic Plan and the action steps more closely.

Project Results

We have developed a document that includes a new mission and vision statement, nine core values, our opportunities and threats, and seven action steps and plans.

The Mission, Vision statements and core values are as follows:

Vision Statement: Dunnville Christian School delivers quality Christian education, nurturing students and challenging them to develop their gifts in service to God and others.

Mission Statement: Dunnville Christian School-a thriving, diverse community that welcomes families desiring a Christian education and encourages students, guided by God's Word, to live out their faith and deepen their understanding of His world.

Core Values:

- Has a Christ-centred, biblically based curriculum, taught from a Reformed perspective.
- Has a secure, welcoming environment.
- Is taught by qualified teachers.
- Nurtures the whole child.
- Strives for academic excellent.
- Provides academic support.
- Emphasizes servant leadership.
- Encourages open communication.
- Is financially accessible.

Strategic Goals

- Program
- Personnel
- Facility
- Finances

Action Steps:

- Challenge every child to reach his/her God given potential (resource and enrichment)
 - Develop an enrichment program.
- Adequately compensate staff
 - Review Contract Partnership manual, evaluate market trends and ensure all compensation for all staff is reviewed.
- Provide for the succession of caretakers (They are 70 and 74 years old)
 - Create a position description for current work and write a succession plan with the current caretakers.
- Ensure a safe environment, including on the bus.
 - Document the school environment, evaluate the bus experience and suggest solutions to the Board.
- Research an addition to the current building with storage space.

- Determine the need for an addition, obtain conceptual drawings and a budget, and conduct a capital campaign.
- Keep current building up to date.
 - Develop a list of projects and prioritize implementation of the list.
- Keep tuition affordable while providing the resources needed to fund the program.
 - Increase from 55 families and 110 students to 63 families and 126 students by 2017/2018.
 - Increase of tuition \$200 a year.
 - Increase of Annual Pillars Campaign target by \$10,000 a year.

Project Results:

We have created a document called “Charting a New Course for the Future: Strategic Plan 2013-2018”

In this document we have developed a new mission and vision statement, nine core values, and action steps with time lines. The document is now in the board hands. The board plans to take each strategic goal and assign it to the proper people and/or committee to oversee the action plan. Each step has a deadline and a person or committee that is in charge of the action step. The leadership will be taking ownership of the strategic plan by putting it on its monthly agenda for updates.