



Nanaimo Christian School

John Reems, Principal



Project Summary

About NCS:

Students: 375, PreK–12

Organization: Three divisions in four buildings on 5.6 acres

Project Goals:

- Redefine nine positions out of traditional model into new hierarchy
- Create executive principal position
- Have development staff report to principal
- Grow staff capacity
- Grow to 400 students
- Re-organize to strength-based leadership model
- Improve student leadership
- Implement school review

Process:

Principal directs change schedule and reports to board

Project Results

Actions:

- **Nine positions redefined**
- **New website launches, renewed promotions**
- **Communication with board chair increases**
- **Development committee started**
- **Annual fund-raising plan started; targets exceeded**
- **Development staff refine tasks with greater efficacy**
- **Educational leadership begins strategizing to new job descriptions**
- **Office staff to grow in communications and link with promotions**

What we learned

Successes:

- *Jobs increase deliverables/results or expectations
 - *School improves in marketing and promotions
- Development focus improves

Challenges:

- *Planting vision in families
- *Increasing enrolment in slower economy
- *Retention rates
- *Culture change requires constant, effective communication
- *Each position needs specific preparation, strategy, and follow through

Recommendations:

- *Formally track position changes
- *Regularly connect with each staff member