



Providence
CHRISTIAN SCHOOL *of* TEXAS



STRATEGIC PLAN: PROVIDENCE 2030

Strategic Plan

Every few years, the Board of Trustees of Providence Christian School of Texas engages in a year-long process of assessing the current state of the School and exploring the present and future needs of the institution and the community it serves. Incorporating feedback from alumni, current Providence families, faculty, and staff, the resulting Strategic Plan is a visionary document that informs the goals, priorities, and direction of the School for years to come.



Core Values

Faith

Providence is committed to education grounded in Christian principles and to supporting and strengthening the Christian faith and character of its students, faculty, and families.

Family

Providence recognizes the primary responsibility of the family, under the leadership of the father, in educating children, and is committed to fostering a supportive community of like-minded families.

Intellect

Providence is committed to helping intellectually promising, academically able students fulfill their God-given potential by means of time-tested and classical instructional methods and curricula and by encouraging the development of good habits.

Virtue

Providence is committed to promoting the innocence of childhood while also preparing its older students for their further education in a world increasingly hostile to Christian faith and virtue.

Stewardship

Providence is committed to faithfully stewarding the time, talents, and treasure entrusted to it, and to fostering the faithful stewardship of its students and their families.

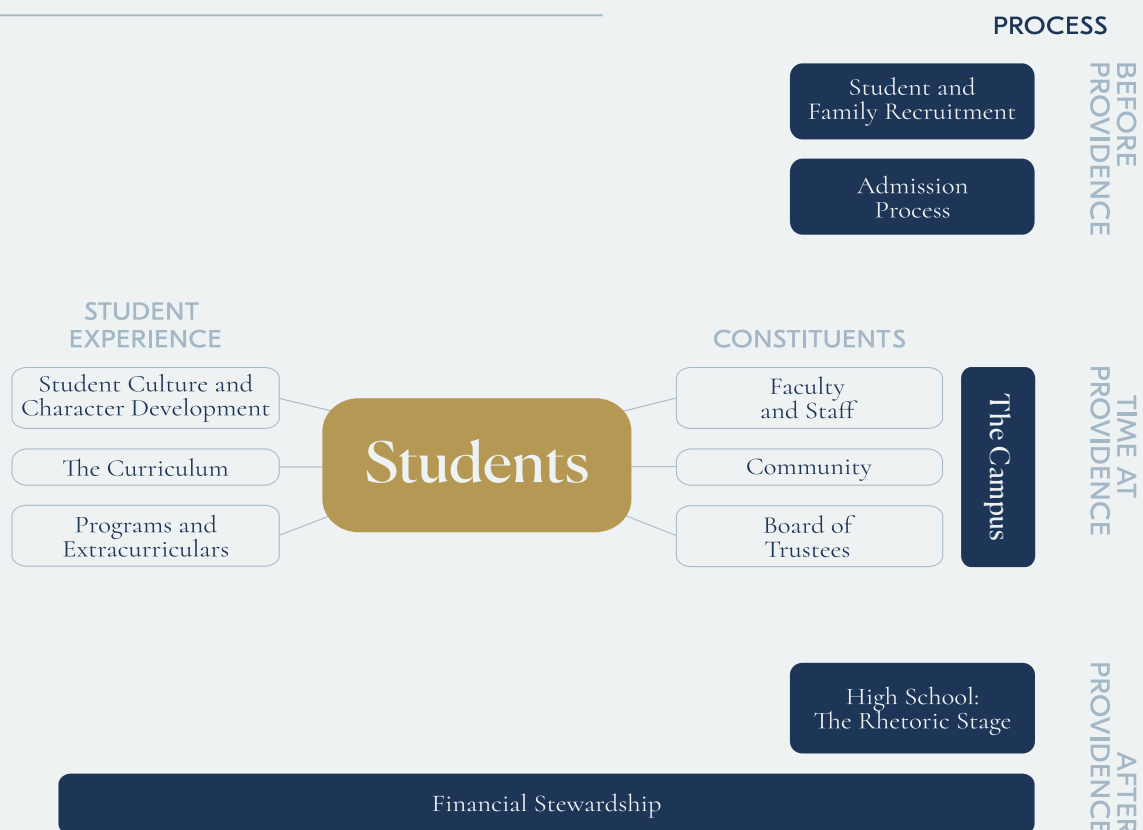


STRATEGIC PLAN Framework

The Strategic Plan has been designed with student formation at the center and in alignment with our mission: to provide academically able students with a challenging educational experience designed to help them know, love, and practice that which is true, good, and excellent and to prepare them to live purposefully and intelligently in the service of God and man.

The goals in this document follow the general flow of the student's time at Providence, beginning with what is closest to the student experience and radiating out to include direct and indirect constituents, processes, and critical enablers (campus and financial stewardship).

STRATEGIC PLAN Framework



Vision

PROVIDENCE 2030

By Providence Christian School's fortieth anniversary, our vision is to embody the finest expression of classical, Christian education in Texas through:

- *The formalized continuous assessment and enhancement of our character development, curriculum, and extracurriculars.*
- *The cultivation and retention of outstanding faculty steeped in classical, Christian education and Providence's pedagogy.*
- *The robust recruitment and admission of families that align with our faith and Core Values.*
- *The extension of school offerings to more fully express the School's mission.*



Target Areas and Goals

STUDENT CULTURE AND CHARACTER

Virtue and character development have been a key focus and feature of Providence's education as we orient student formation toward purposeful and intelligent service of God and man. Previous strategic plans have focused attention on scoping and sequencing our academic programs. Our aim is to do the same with virtue and character development.

- 1 | *Our character and leadership development will be mapped and refined, communicating how we intentionally endeavor to grow virtuous students from Prekindergarten through Class Eight.*
- 2 | *We will sharpen our articulation and messaging of the spiritual, intellectual, and character formation and vibrant culture of the middle school.*

(1-2) VIRTUE: Providence understands that a life of godly wisdom and virtue is countercultural, opposed to current societal values and behavior. The School is unwavering in its commitment to fostering an environment that promotes virtuous living among like-minded families. Virtues are habits that give us the power to act rightly. They are an inner disposition, a sure habit of mind, which settles the question of how students will discharge their duties. They are the building blocks of character and are essential to living the Christian life well. (Core Values)



THE CURRICULUM

Providence's curriculum, carefully compiled and developed over many years, is one of the hallmarks of the School. The Core Values declare that the "curriculum is never finished but is always subject to refinement." Appropriate refinement of the curriculum requires an organized process and discernment from skilled practitioners in community to determine which elements must be preserved and which should be modified to better accomplish our stated goals.

- 3 | *We will establish a mechanism for regular, continuous improvement of our curriculum, reading lists, and teaching methods, relying on master teachers steeped in Providence's pedagogy.*
- 4 | *We will proactively evaluate curricula that may go out of print, developing a plan to ensure that we continue to source the materials that support our educational outcomes.*



PROGRAMS AND EXTRACURRICULARS

Our Core Values say that “because the School focuses on a core curriculum, the school day is shorter than at most schools.” In addition, we affirm our commitment “to providing families as much time as possible to carry out their responsibilities and to have a meaningful family life.” We acknowledge that a family’s circumstances and number of children can mean that Providence’s schedule, with its several drop-off and pickup times, can put a strain on family life. While preserving the core curricular focus and commitment to a shorter school day, designing enriching extracurriculars and programs that bridge those multiple afternoon pickups will allow us to better support the varied family needs within the community.

- 5 | *While preserving our core schedule and maintaining our commitment to family life, we will design optional extracurriculars and events aimed at augmenting our offerings and reducing the schedule conflicts that create barriers and strain on families who share our faith and values.*
- 6 | *We will analyze our middle school athletic schedules and communications, seeking to balance student development and growth opportunities alongside the needs of families.*

THE FACULTY AND STAFF

The curriculum at Providence is only as effective as the faculty who teach and embody it. Developing and retaining faculty talent well-versed in Providence’s philosophy and pedagogy must be a high priority today for the thriving of the School’s mission in the future.

- 7 | *We will recruit and develop faculty candidates, creating a pool of highly qualified and trained teachers to fill open positions.*
- 8 | *We will invest in the faculty to grow in excellence and tenure, providing expanded opportunities for professional development and outlining a career path at Providence from entry to retirement.*

(5-6) INTELLECT: Providence offers a curriculum that produces well-rounded students through its commitment to the fine arts, physical education, and athletics; to semester projects in the younger classes; and to limited, carefully chosen extra and co-curricular activities that encourage our students’ creativity and enrich their lives. (Core Values)

(7-8) INTELLECT: Providence employs faculty who exhibit a calling to teach, who are knowledgeable and passionate about their subject, who are skilled in their pedagogy, and who love children. Faculty members at Providence are to be scholars themselves—inconstant readers and lifetime learners and researchers. Each member of the faculty must be determined to teach the best material by the most effective means, never content simply to rehash old class notes or lesson plans. Providence teachers are to enthusiastically engage one another in dialogue and debate about the philosophy, content, and methods that constitute the best education. (Core Values)

COMMUNITY

A defining feature of Providence is the partnership between the School and its families and among the families within the School. We desire to continue to foster the strength of our internal community and simultaneously seek opportunities to serve and bless those in proximity to us. Part of preparing students for intelligent, purposeful service of God and man is to model what it looks like to love one's neighbors, whether they be families within the School, nearby residents, or the broader community.

- 9 | *We will continue to foster a healthy, welcoming parent community equipped for school life in partnership together around our faith and Core Values.*
- 10 | *We will proactively cultivate a positive relationship with our city and immediate neighbors, exploring intentional and mutually beneficial partnerships with West Dallas Community School and nearby Elm Thicket residents.*

THE BOARD

Like all aspects of the School, Providence's governance through its Board of Trustees requires ongoing assessment. By leveraging best practices and guidance now available to classical, Christian schools, we have a strategic opportunity to evaluate our policies and practices.

- 11 | *The Board will evaluate and implement best practices for governance at independent, classical, Christian schools, including:*
 - *A structured process for orientation and on-boarding new trustees.*
 - *A defined program of ongoing board education.*
 - *A refined manual of policies and procedures that complement the by-laws.*
 - *An annual formal self-evaluation.*

(9-10) CULTIVATING INTENTIONAL PARTNERSHIPS: The School's educational mission thrives in a community of strong relationships cultivated between its various constituents. We affirm the God-given responsibility of parents for their children's formation and development. Therefore, we pursue a vibrant partnership with our families built on mutual trust and respect through active communication, experienced mentorship, and receptivity to each other's insights into children's growth and development. (Providence Pillar Two)

(11) The Core Values are the primary assets to which the Board of Trustees is committed and for which it is responsible on behalf of present and future constituents. (Core Values)





THE CAMPUS

Providence's facilities and grounds provide a beautiful environment in which to pursue our mission, but at times the constraints of our campus inhibit the work. A campus improvement plan that addresses current limitations and security enhancements will position Providence to flourish for many years.

- 12** *We will engage in campus improvement to address current and future needs, including:*
- Middle school sports and PE programs
 - Physical security
 - Classroom space
 - Early Learners play garden
 - Parking
 - Office space adequate for administrative and support staff
- 13** *We will continue to formally assess our facilities and grounds to account for the present and future stewardship of our campus.*

STUDENT AND FAMILY RECRUITMENT

The natural course of word-of-mouth marketing tends to narrow the networks of prospective families within which Providence is known and esteemed. We desire that Providence would reach families from all proximate neighborhoods and churches who wholeheartedly espouse our Core Values and desire to partner with us in a classical, Christian education for their children. This marketing and recruitment effort will require intentionality to enter circles where Providence may not be as well known.

- 14** *We will broaden the reach of our community by drawing mission-aligned student and family applicants from a variety of neighborhoods and churches.*

(12-13) STEWARDSHIP: Providence is committed to the ongoing and proper maintenance of its grounds and facilities. (Core Values)

(14) FAMILY: Providence recognizes the primary responsibility of the family, under the leadership of the father, in educating children and is committed to fostering a supportive community of like-minded families. (Core Values)

ADMISSION PROCESS

An environment of rising interest and application numbers creates new dynamics in our admission office. A family's commitment to the School's faith and Core Values, along with a student's academic aptitude for our curriculum, continue to be the key determiners of admission at Providence. The art of assessing and discerning those characteristics for a thriving partnership and journey through the School's curriculum requires a careful admission process that draws on established best practices among independent schools and is tailored to fit our particular school context.

- 15 | *Our admission process will be honed to best create a school community aligned around our faith, Core Values, and academic mission.*
- 16 | *We will evaluate the staffing level of our admission office to ensure adequate manpower to accomplish our objectives.*

HIGH SCHOOL: THE RHETORIC STAGE

It has been nearly twenty years since Providence last pursued adding high school grades to its offerings. Given the interest expressed by the community and rising demand for classical, Christian education, the conditions are right to again formally explore the possibility of adding a high school.

- 17 | *In the first three years, we will engage in a formal exploration of the possibility of a Providence high school.*
- 18 | *Following that process, if we determine to move forward, the goal is that by Providence's 40th anniversary in 2030, we will have a high school launch plan including:*
 - *A written vision for a Providence high school along with an outline of its curriculum.*
 - *Commitments from a core group of families.*
 - *A division head hired.*
 - *A campus/facility plan at a new location to accommodate the initial phase and launch of the high school.*

(15-16) MISSION STATEMENT: The mission of Providence Christian School of Texas is to provide academically able students with a challenging educational experience designed to help them know, love, and practice that which is true, good, and excellent and to prepare them to live purposefully and intelligently in the service of God and man.

(17-18) INTELLECT: Providence's curriculum is informed by a proper understanding of the Trivium...Ultimately, students learn to articulately present what they have learned, both orally and in writing. But Providence students develop through all the stages almost from the beginning, as younger students not only learn facts but also reason from and write about what they have learned, and older students continue to add new, more complex factual information to their store of knowledge in all of their studies. (Core Values)



FINANCIAL STEWARDSHIP

In addition to the talents, expertise, and time of many in our community, achieving the goals expressed in this strategic plan will require financial resources. The stewardship of our finances will incorporate both the short-term accomplishment of our campus plans and the long-term maintenance and upkeep of the buildings and programs.

- 19 | *We will develop a long-term financial forecast for the School, incorporating anticipated tuition revenue, endowment funds, and capital campaign to accomplish our objectives.*
- 20 | *We will evaluate the staffing level of our development and finance office to ensure adequate manpower to accomplish our objectives.*

(19-20) STEWARDSHIP: Providence is committed to raising the funds to endow financial aid sufficient that eventually no child would be unable to obtain a Providence education because of his or her family's inability to pay the full cost of that education. (Core Values)

Providence is committed to administrative leanness so that most of its budget goes directly to instruction. The Providence faculty is committed to wise and frugal use of resources...Finally, Providence is committed to making a Providence education not only the best education available, but also the best value available. (Core Values)



Appendix

The goals expressed in the Strategic Plan are ultimately designed to help Providence's mission flourish, that its students would come to know, love, and practice what is true, good, and excellent and be prepared for purposeful and intelligent service of God and man. The data points below are not definitive proof of the achievement of our objectives, but we intend to monitor them insofar as they provide helpful indications of our growth and progress.

INDICATORS WE WILL ACTIVELY MONITOR AS WE IMPLEMENT THE ACHIEVEMENT OF THESE GOALS:

- *Application numbers and distribution of zip codes and church affiliations among applying families (Goals 9, 10, 14, and 15)*
- *Participation of giving within the community (Goal 12)*
- *Number of daily carpools run (Goals 5 and 6)*
- *Healthy student retention / voluntary attrition (Goals 1, 2, 7, 8, 15)*
- *ERB and ISEE Scores (Goals 3 and 4)*
- *High school matriculations of our graduates (Goals 1, 2, 3, 7, 8)*
- *Faculty and staff tenure (Goal 8)*
- *Number of faculty applications for open positions (Goal 7)*
- *Incremental indicators will be developed over time.*

STRATEGIC PLANNING

Process

The Strategic Plan represents input from the entire school community. Between the spring and fall of 2023, we gathered input from hundreds of people throughout the Providence community through surveys, strategic planning retreats, and other gatherings. Below is the process by which the Strategic Plan was developed.

SPRING 2023

- *Independent School Management Survey (ISM) of all current Providence families and employees*
- *SCL and ISM benchmarking, reports, and data collection*

FALL 2023

Strategic Planning Retreat, including:

- *Faculty and staff*
- *Providence families*
- *Alumni, former Providence parents, and former Board members*

WINTER 2024

Plan development and review by Board of Trustees

MARCH 2024

Plan approval by Board of Trustees

FUTURE

- *Annual execution plan*
- *Plan iteration over time*



A Word of Thanks

As the Board of Trustees has moved through each stage of the strategic planning process, we have been inspired by the God-given vision and leadership of the School's founder, Robin Lewis, and former Providence trustees. Their leadership, intentional focus on our mission, and anticipation of the School's future needs created the platform on which we now stand.

We also thank the Strategic Planning Committee members, our alumni, faculty, staff, current families, and others who contributed invaluable feedback, ideas, and other insights that helped to shape this plan. The Strategic Planning Committee included Lesley Busby-Weaver, Becky Cullum, John Denman, Victor Figueroa, Stephen Hammer, Kyle Kaigler, Jeremiah Mayfield, Laura McBride, Adam Roossien, Shelby Smith, Anne Ungarean, and Elizabeth Viney. Your heartfelt desire for Providence to grow, flourish, and serve as a source of blessing to students for generations to come informs every goal set forth in this Strategic Plan.

Finally, we are grateful for Trustees Mimi Herd, Ellen Porter, and Chris Zugaro who devoted countless hours to developing the Strategic Plan over the last year, and for Robin Pou who provided invaluable consulting expertise and guidance. All of your efforts have resulted in a robust plan for the School that, with God's blessing and protection, will allow us to serve a new generation of students and their families, while anchoring our efforts in God's Word and the mission that has guided the School for more than thirty years.



School Leadership

Jeff Hendricks Ashley Sambrano
Headmaster Head of Lower School

Tag Green Wes Boyd
Head of Middle School Director of Athletics

Meredith Lockhart Will Schoellkopf
Director of Admission Chief Financial Officer

Ann Piper Jill McClung
Director of Communication and Marketing Director of Development and Alumni



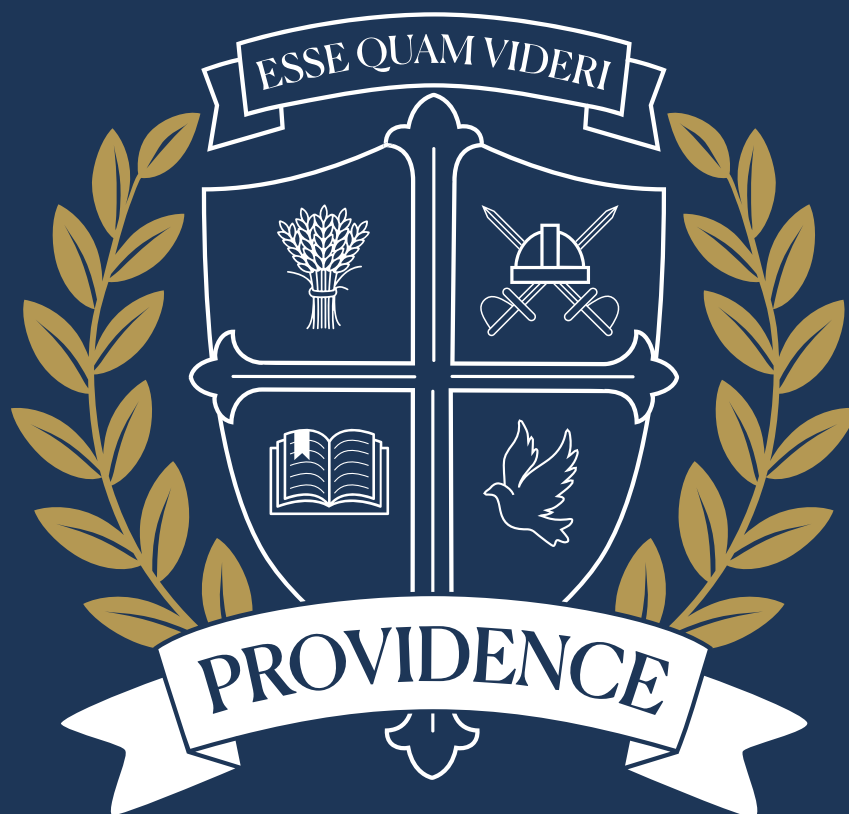


2023–2024

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Flora Neuhoff	Cort Thomas
Allison Moore	Chris Zugaro

Providence Christian School of Texas admits students of any race, national and ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to students at the School. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, scholarship and loan programs, and athletic and other school-administered programs.



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