



2021-2022 STRATEGIC PLAN

Why a Strategic Plan?

Organizations do not achieve sustainable greatness without planning and strategy. Once an organization has strategically established and defined their goals, then a stubborn conviction to achieve them must follow. Timothy Christian Schools has been great for 110 years. It is important that we continue to plan for success. Most importantly, we desire to align our plans with biblical virtues and values and to give God the glory in all things.

We have no intention of hitting the cruise control button with this organization, and we are not content with the status quo. Rather we are committed to growth, innovation, and inspired transformation. This strategic plan will provide the school with a rudder for the upcoming school year. Traditionally, schools have adopted three to five year plans; however, many consultants and leadership strategists are now recommending one year plans given the speed of change today. This plan will provide general direction, visionary challenge, and fierce accountability.

The intent of this plan is to establish goals for major areas of our school, while still allowing for an openness and flexibility in the processes and strategies that are used along the way to achieve these goals. The outcomes of some of these goals will be easily measurable...and they will all be observable. Over the course of the upcoming year, we will refer to this plan in our decision-making. Of course, we will consider all planning as it relates to our mission.

Are these the only goals that Timothy will pursue over the next year? Of course not...we know that this document is not exhaustive. Other important matters come up commonly, and we will continue to reach for successful outcomes in all that we do. And next year, we will embark on another adventure in planning to meet new challenges with a bold confidence and intentionality. In the meantime, let's make the most of our current journey together...and expect great things from Timothy.

*"A city on a hill cannot be hidden.
Neither do people light a lamp and put it under a bowl.
Instead they put it on its stand, and it gives light to everyone in the house.
In the same way, let your light shine before men,
that they may see your good deeds and praise your Father in heaven."
Matthew 5:13-16*

MISSION

FOR THE GLORY OF GOD, TIMOTHY CHRISTIAN SCHOOLS EXISTS TO UPHOLD BIBLICAL TRUTH, IGNITE ACADEMIC GROWTH, AND INSPIRE COURAGEOUS LEADERSHIP ONE STUDENT AT A TIME.

VISION

TIMOTHY CHRISTIAN SCHOOLS WILL DEVELOP LIFE-LONG LEARNERS AND SERVANT LEADERS WHO FULLY LIVE OUT THEIR PURPOSE IN THE WORLD FOR CHRIST.

VALUES

CHRIST-CENTERED
BIBLICALLY-ROOTED
EXCELLENCE-DRIVEN
GROWTH-ORIENTED
RELATIONSHIP-FOCUSED
INDIVIDUALLY-CUSTOMIZED
LEADERSHIP-MINDED
OPPORTUNITY-BASED
COLLABORATIVELY-SUPPORTED

Board of Directors | Strategic Plan 2021-2022

Advancement & Stewardship

- Meet and exceed all fundraising goals.
 - Work with other departments and staff to create and execute community events that help engage and assimilate new Timothy families.
 - Increase awareness of Planned Estate Giving opportunities that benefit Timothy Christian Schools and grow the Legacy Society.
 - Continued use, education, and proficiency of Raiser's Edge NXT.
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Education

- Our system-wide goal is as follows: We will develop a grading philosophy document for P-12 by the end of the school year. Each building will also create common grading practices to be ready to implement Fall 2022.
- P-6 SMART Goals
 - Academic: By January of 2022, all of the P-6th grade staff will demonstrate knowledge of and application with specific and timely feedback on student work. Teachers will demonstrate proficiency through artifacts (teacher reflection labeling the type of feedback and impact of it) and student survey data.
 - Social Emotional Learning: By May of 2022 staff will be able to articulate best practices when it comes to proactive and reflective classroom management strategies and explain our Timothy system of implementation. The ouTimothyome will be a decrease of office referral data by 25 percent.
- 7-8 SMART Goals
 - Academic: We will develop a grading philosophy document for P-12 by the end of the school year. Each building will also create common grading practices to be ready to implement Fall 2022.
 - Social Emotional Learning: By May of 2022 staff will be able to articulate best practices when it comes to proactive and reflective classroom management

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- 9-12 SMART Goals
 - Academic: By the end of each semester the running average percentage of students on the restricted list should not exceed:
 - · 5% for 9th & 10th graders
 - · 6.5% for 11th graders
 - · 8% for 12th graders
 - At no point will more than 15% of all students be on the restricted list.
 - Spiritual:
 - By the end of the school year, more than 75% of students spend time in personal prayer at least once on an average day and 60% of students read their Bible at least one day a week as measured by the survey of the soul.
 - Increased Opportunity:
 - By the end of the school year, 92% of students will be involved in some Timothy activity during the school year.
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Executive

- Finalize the campus master plan
 - Timothy Outdoors: soccer/track stadium, amphitheater, garden
 - Ingress/egress to Euclid and Harvard, parking
 - Additional classrooms to accommodate growth
 - Other:
- Mission-anchoring
 - Work with HLERK on policies and documents to further protect our school
- Protect our school and our future from government overreach
 - Investigate ISBE/IHSA sanctions for validity
 - Strengthen our relationship with Cognia
 - Begin a relationship with ACSI
 - Investigate a private school athletic association
 - Continue with networking efforts locally, statewide, and beyond

Extra-Curricular

- Ensuring awareness of extracurricular offerings.
 - Between the new families and the crazy past year, we would hate to have students and parents (new to Timothy, new to the high school or middle school, eTimothy.) not know about all the various EC opportunities at Timothy. We will work on and support ideas, such as information packets, or videos, or in person programs, to highlight all the opportunities, at the grade school, middle school and high school levels.
- Shining Christ's light brighter in extracurricular events
 - One committee member saw an example of modeling Christian character, intentionally, at the college level recently and we work on ideas on how to apply the idea at Timothy. The specific event was a cross-country invitational where one team picked out a rival team at an invitational meet -- they prayed for the other team individually beforehand, wrote encouraging notes to the individuals, and put together a basket of treats and cards to give the other team at the meet.
- Carrying over 2020 ideas.
 - Of necessity, Timothy tried a number of new extracurricular ideas last year. We had outdoor concerts and productions, a reinvented homecoming, we livestreamed and recorded more games than ever before, and even started an e-sports initiative. We will work and support efforts to retain the best of those ideas and to try some that may not have gotten off the ground last year, if there is student and parent interest.
- Expanded extracurricular opportunities
 - Between the new families at the schools (50-plus) and a lot of pent up energy from the past year, it would surprise no one if there were unprecedented levels of interest in all sorts of extracurricular activities throughout this year. We will plan and support ways to manage predictable pressure points (such as an expanded middle school population eager to play winter sports where our facilities are limited), and expand offerings overall for the coming school year.

Finance & Operations

- Build a model for a rolling 3 year forecast

- This will help us plan tuition increases, see longer term issues that could arise, help with fundraising projections, eTimothy...
 - Right now the year to year budget works, but is always too short sided and doesn't take into account potential swings that we know could come in the future. For example, a New to You sale, pension payment increases, enrollment swings, eTimothy...
 - Review, amend, and verify our tuition assistance programs moving forward
 - Our tuition assistance program hit a bump this year with the Invest in Kids Act money we were able to utilize. We need to figure out best practices for our families on a go forward basis.
 - Need to clearly understand the role of the Timothy Foundation in this and determine if that needs to change at all.
 - Review and potentially change the way we route buses.
 - Review moving to a group stop approach and see how many bus routes that will reduce.
 - Currently a portion of every student's tuition at Timothy is being used to cover bus revenue shortfall. If we are able to reduce the bus expense while still providing an industry level of service, we can redirect more funds into the operational budget.
 - Discuss if this is a good time to make this shift given the effect of COVID on families bussing habits.
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Marketing Committee

- Enhanced communication for all new families* within each grade and school (e.g., elementary, middle, and high school) for parents to reach out and develop new relationships.
 - A process should be put in place to update the full school-wide directory annually.
 - Provide new families with a list of all the churches that the school families attend (It does not have specific family names, but a list for reference for newer families)
 - New family events several times a year to keep them plugged into the school. First example could be an Ice cream social for all new families a week or so before school starts, by school (elementary, middle and high school individual events).
- Continue to place greater focus on instilling a deep “sense of community” amongst the legacy and newer Timothy families

- Develop a list of legacy families that would act as a “host or ambassador family” to a newer Timothy family. This program was in existence several years ago and should be considered again.
 - Carve out a “new family” section at the annual Homecoming event (or another large full school event this year) and encourage families to interact and get acquainted with newer families. and have a certain “new family” section for them at the event
 - Develop an outreach program for students transitioning between schools (focused on middle and high school) to “plant the seed” of the student and family staying at Timothy for the foreseeable future, most importantly high school.
 - Example: the program could expose 6th, 7th & 8th graders to elements of Timothy’s high school in an effort to spur their interest, and perhaps assist in lobbying their parents in taking a greater look at what the high school has to offer.
- Place an emphasis on achieving academic awards status (Blue Ribbon) recognition for the Grade and Middle Schools to continue to attract and retain students.

*New or newer families defined in this document is “any family with less than a three

Technology & Innovation

- Update Timothy's Disaster Recovery Plan to protect our network from attack, minimize damage in the case of penetration, and plan for quickest possible rebuild. This will include discussions on ransomware, DDOS attacks, backup practices, and a review of all security protocols. Also provide staff training to prevent the likelihood of being compromised.
 - Launch Timothy's first one-to-one program for 5th through 8th graders. Supplying each student with an iPad, providing training for teachers, students, and families, and configuring the devices to protect the privacy and focus of our students.
 - Evaluate, in conjuncture with the Education Board, the different content delivery systems available for teachers. Consider what technologies work best for classroom instruction and small group work. Consider moving away from SmartBoards and interactive projectors.
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