VISION 2025 STRATEGIC PLAN

Oaks Christian School

This VISION requires us to think "outside of the box" to *dream* big and *dare*.



From the HEAD of SCHOOL his fall marks my eighth year at Oaks Christian School. I am still amazed and blessed by the depth and richness of our community: the engagement and dedication of our talented faculty and staff, the enthusiasm and support of our parents, and the resilience, passion, and creativity of our students as scholars, athletes, and artists.

It is because of this community, and the confidence that God has His hand of blessing on this place, that I am excited for the future of Oaks Christian School. Together, we have accomplished much: continued academic program growth, the opening of the residential dorm, the launch of our three institutes, and full accreditation by both the Southern Association of Independent Schools and the Western Association of Schools and Colleges, both with glowing commendations. There are many other achievements and milestones we have reached, but one thing has remained consistent: Oaks Christian School has remained true to its mission and motto. And I believe that has been the common denominator in all our successes since the founding of the school.

As we approach our upcoming 25th anniversary, senior leadership and the board of trustees are grateful for those early OCS pioneers who laid the foundation of the school. We are excited to share our new strategic plan—Vision 2025, a plan that sets a clear path for the growth of our school. This plan provides vision and direction, but still allows us to remain agile and dynamic as an organization.

In developing this plan, we focused on five areas that will be vital to our continued development as a school: enterprise growth, spiritual formation and character development, personalized learning experiences, world-class faculty and staff, and financial sustainability.

We believe—as we stay true to our mission—that these five initiatives will result in a tremendous growth trajectory that will impact and bless current and future students and families. This vision requires us to think "outside of the box," to dream big and dare. As stewards of God's provisions, we will execute this plan with financial sustainability and fiscal responsibility.

Our prayer and hope is that you will partner alongside us, as you have in the past, to help us execute these initiatives. I encourage us all to be engaged and supportive of this new direction, as together, we shape the future focus of Oaks Christian School.

Sincerely,

Rob Black Head of School



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OUR MISSION

To dedicate ourselves to Christ in the pursuit of

academic excellence, *artistic expression*, and *athletic distinction*

while growing in knowledge and wisdom through God's abundant grace.

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OUR MOTTO

Preparing Minds for Leadership and Hearts for Service

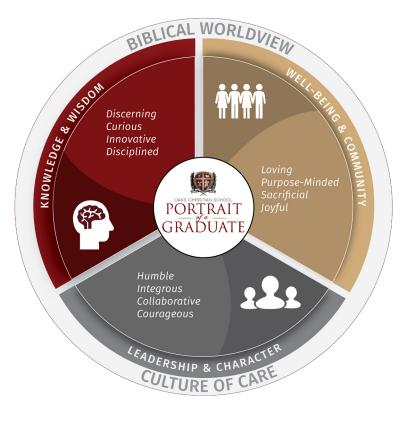
Vision 2025 Committee

ROB BLACK - Head of School COZY DARBY - Chief of Staff GARETT FREEMAN - Associate Head of School for Spiritual Life / High School Principal JOHN HUFFMAN - Vice President of Admissions EDDIE MOORE - Chief Development Officer TARA MORROW - Principal, Grades 5-8 DR. MATT NORTHROP - Associate Head of School for Academics and Arts MIKE PARKINSON - Chief Operating / Risk Management Officer KRIS THABIT - Chief Financial Officer

2022-23 Board of Trustees

Terry Roberts (Chair) Ed Atsinger Katrina Atsinger Sharon Beard Dr. Gayle Beebe Shelene Bryan Jeff Bjork Vince Daly John Davies Pastor Larry DeWitt Michelle Hiepler (Emeritus) Brian Matthews Dallas Price Van-Breda David Price (Emeritus) Bill Dallas (Emeritus) Allyson Weinberg (Emeritus)

Portrait of a Graduate



Oaks Christian School is an exceptional community where students graduate as caring and compassionate servantleaders who will use their knowledge, gifts and abilities to be positive influences in the world. We teach from a Biblical worldview, paired with a culture of care which forms the basis of our Portrait of a Graduate.

Knowledge and Wisdom

An Oaks Christian graduate is a discerning and disciplined individual whose curiosity propels him/her to innovate.

Leadership and Character

An Oaks Christian graduate acts with integrity and humility. Collaboration and courage are hallmarks of their character.

Well-being and Community

An Oaks Christian graduate is purpose-minded and acts in a loving manner towards all while maintaining a joyful and sacrificial outlook. "Start children off on the way they should go, and even when they are old, they will not turn from it." - Proverbs 22:6

OAK

FIVE STRATEGIC INITIATIVES



ENTERPRISE GROWTH



SPIRITUAL FORMATION and CHARACTER DEVELOPMENT



PERSONALIZED LEARNING EXPERIENCES



WORLD-CLASS FACULTY and STAFF



FINANCIAL SUSTAINABILITY



OAKS CHRISTIAN SCHOOL 9

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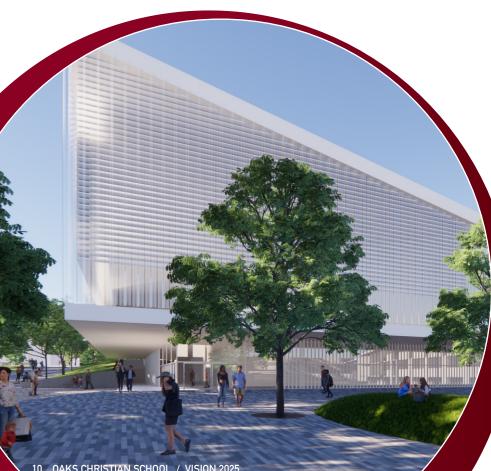
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Enterprise Growth

To explore the further development of our physical and virtual campuses for the future growth of our school.



Campus Master Plan

Design a mission-aligned Campus Master Plan that imagines how facilities can enhance learning for generations to come (spiritually, academically, artistically, and athletically).

Expanding to a TK-12 Campus

Complete our academic program by adding TK-12 grade classes to expand our mission to reach younger students and provide unparalleled opportunities for future students.

Geographic Expansion

Discover and explore potential opportunities for the physical expansion of our current 22-acre campus.

Synchronous Online Learning

Continue to grow our online platform and explore the potential development of a synchronous online option with the possibility of growing our digital learning platforms worldwide.

Satellite Campus Growth

Research the viability of additional campuses to expand the reach of our current programming (e.g., global, domestic, inner city, outdoors education, service, etc.).

10 OAKS CHRISTIAN SCHOOL /

The Bible has much to say about growth. 2 Peter 3:18 instructs us to "Grow in the grace and knowledge of our Lord and Saviour Jesus Christ."

As creatures made by the Creator, we are "designed to grow." As a school, we are in the business of growing "Minds for Leadership and Hearts for Service."

Oaks Christian School is dedicated to continued growth. Similar to a living organism, an organization that is growing and flourishing brings life to its stakeholders and the surrounding community.

The absence of organizational growth leads to stagnation and obsolescence. Instead, we choose to thrive and grow.

Spiritual Development and Character Formation

Deliver programming rooted in the Bible that equips and supports the spiritual development and character growth of our student body, preparing each student not just for college, but for life and eternity.



Institute of Biblical Discipleship

To provide Christian students the opportunity to be intentionally discipled, mentored, and challenged into a deeper faith and walk with God.

Define Core Values

In partnership with the school's Portrait of a Graduate, develop a TK-12 Culture Playbook that calls students to an elevated code of character and integrity, encouraging students to live in a Christlike manner through chapel and advisory programming.

Biblical Worldview Colloquium

To further articulate and integrate a Biblical worldview into the classroom by continuing to develop and train our teachers, the "living curriculum," through Biblically consistent world-class professional development and training.

Portrait of a Graduate

Further development of the school's Portrait of a Graduate with measurements and metrics to show growth, achievement, and mastery.

Oaks Christian School is dedicated to its Christ-centered mission of teaching and proclaiming the authority of Scripture in all aspects of curriculum, student life, and faculty development. We seek to equip and support the character and spiritual development of each student, preparing them not just for college, but for life and eternity.

As a faculty and staff, we seek to model "Jesus with skin on" in an effort to present students with a life following Jesus as a choice worthy of their deep consideration without the fear of discrimination or disadvantage.



Personalized Learning Experiences

To formally design, refine, and further develop our student-focused OCS Personalized Learning Experiences.



Week Without Walls

Learning doesn't just take place in the classroom. Real-life opportunities can provide key moments of learning, application, and character development in ways unrivaled in the classroom.

Curriculum Mapping

A key element in the development of solid world-class independent schools is a fully mapped curriculum (scope and sequence, alignment, assessments, scaffolding, etc.).

Signature Moments

Continue to develop unforgettable, distinctive and culture-building "signature moments" that highlight learning and growth.

Personalized Learning

Each of our students is uniquely created, gifted, and talented. We don't believe learning should be standard or "one-size-fits-all," but rather should be tailored and personalized to meet the needs of each student.

As we prepare students to pursue and fulfill their unique God-given purposes, the experiences we provide them should be highly impactful, distinctive, and personalized. We must continue to strive towards a more robust, one-of-a-kind, world-class, Christ-centered program that develops the characteristics found in our "Portrait of a Graduate."

The continued building out of the school's Individualized Learning Pathways (the three Institutes of Art and Innovation, Engineering, and Global Leadership) signifies Oaks Christian's commitment to discovering and maximizing every student's potential.



World Class Faculty and Staff

To retain, recruit, and train a world-class Christian faculty and staff.



World Class Professional Development

World-class teachers are shaped by world-class professional development including opportunities to grow, develop and nurture lifelong learners. In doing so, we need to benchmark others and learn from each other.

Retention

Research and implement key and creative ways to retain our strongest faculty and staff (e.g., housing, compensation, sabbatical opportunities, Pro-D, etc.).

Creative Recruitment

Discover and implement creative and strategic methods to attract and recruit world-class Christian teachers who reflect a global diversity and embody a passion and calling to raise up the leaders of tomorrow.

One Oaks Christian

Further nurture a strong sense of unity and a desire to learn and grow together as one community. We seek to continue to build a culture of trust and collaboration focused on delivery of the school's mission.

Oaks Christian School is only as strong as our "living curriculum" – our faculty, staff, and leadership. Key questions arise as we look to the future. How do we continue to retain and recruit a world-class faculty and staff? Where do we find exceptional, Christian educators? When hiring new faculty and staff, how do we attract world-class educators and leaders to both Oaks Christian and California? In all cases, developing a world-class professional development program is crucial to the continued growth and sustainability of our school's mission.

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Financial Sustainability

To develop a comprehensive strategy for a substantial multi-million-dollar endowment by 2025.



Endowment Best Practices

Create and develop a sustainable investment policy, effective communications and funding strategies, target initial gifts, and identification and solicitation of key donors—all centered around 'The Story.'

Advancement Team Development

Acquire and/or develop industry expertise in strategic areas (i.e., planned giving, bequeaths, legacy gifts, etc.), maximizing the reach of our solicitation efforts while stewarding gifts from all constituencies.

Create Affinity Groups

Pair key leaders (HOS, SLT, Trustees, etc.) with potential donors as "client relationship developers" focused on key areas of passion and interest. Develop long-term "patrons" of Oaks Christian School.

Giving Strategies

Develop multi-faceted giving strategies for all constituencies. Effective strategies and approaches would encompass annual giving, planned giving, and capital campaigns.

A significant endowment will ensure the long-term financial stability and sustainability of Oaks Christian School for future generations. With the positioning of Oaks Christian School as a national beacon of Christ-centered education, it is imperative to establish and secure a model of financial sustainability in order to continue providing a world-class, Christian education.

The formation of a substantial endowment will reduce dependency on enrollment and enhance the safekeeping of, and fidelity to, the school's mission.



