



## **WMC School Improvement Goals 2022-2027**

### **Goal #1: LEADING WITH PURPOSE AND LEADING FOR LEARNING - STRAND 1 & 3**

By 2026, WMC will foster and retain a faithful world-class team (faculty, staff, board) of believers that is professionally developed, has clear expectations and policies, and is appropriately compensated. WMC will clarify administrative and teaching roles and provide key support and expectations for administration and teachers.

Indicators that identified this need:

- 1.2.1 - By-laws or constitution
- 1.2.2 - Policies and job descriptions
- 1.2.5 - Board member qualifications
- 1.2.7 - Self-evaluation
- 3.1.1 - Knowledge of curriculum, instruction, assessment, and faith development
- 3.1.2 - Focus on student results
- 3.1.4 - Planned results
- 3.1.5 - Accountability and evaluation
- 3.3.2 - Results driven

Additional sources used to determine this need:

- 2025 Strategic Plan
- Teacher Evaluations
- Constituent surveys

Measurable Objectives:

- WMC will develop a mentor program for all first-year teaching staff in the 2021-2022 school.
  - A WMC Mentor Teacher Handbook will be developed (2021-2022) and implemented (2022- 2025) in order to recruit and retain highly qualified and fulfilled teachers.
  - The Mentor Program will include professional development for new teachers which will satisfy the 90 clock hours over the first 3 year teaching period required by the state of Michigan.
  - It will also include professional development for veteran teachers new to WMC. This program will be reassessed each year to make improvements to the program.
- WMC will create and implement opportunities for staff community/relationship building.
  - Each professional development will begin with an activity for staff community/relationship building. This will happen at the beginning of every professional development. (2021-2026)

- Additionally, Professional Learning Communities will be developed for teachers beginning in January 2022. These PLC's will meet once a month for 30 minutes to provide a community for our teachers. PLC's will continue on a yearly basis with feedback given in a survey of choices for focus of those PLC's.(2022-2026)
- Adjust staff compensation to match CSI recommendations.
- Implement measurements to validate progress on this goal including, but not limited to:
  - Percentage of teachers retained each year,
  - Assessment of professional development training and implementation,
  - Types and amount of support for teachers to meet best practices - i.e. instructional coaching and mentoring that will be guaranteed to teachers.
- WMC will create a list of administrative and teaching roles; define each of these roles with expectations, and delineate the hierarchy/flowchart of the structure of these roles during the 2021-2022 school year. During the 2022-2026 school years, these roles and expectations will be reassessed and revised in order to provide clarification where necessary.
- Board policy manual updated, and all policies revisited. Develop board policies for board qualifications and board self-evaluation
- Update school By-laws to reflect any policy, governance, or other changes

<b>Activities/Actions to be Taken</b>	<b>Begin Date</b>	<b>End Date</b>	<b>Staff Responsible</b>	<b>Source of Funding</b>
HOW	WHEN		WHO	
WMC Mentor Teacher Handbook will be developed	9/2021	6/2022	Director of Curriculum and Instruction, Department Chair, HR Director	Instructional Budget
WMC Mentor Teacher Handbook	6/2022	6/2025	Director of Curriculum and Instruction, Department Chair, HR Director	Instructional Budget
Implement Mentor Program to include 90 clock hours of PD over 3 years	9/2023	annually	Director of Curriculum and Instruction, Department Chair, HR Director	Instructional Budget
PD Program for veteran teachers new to WMC.	9/2022	annually	Director of Curriculum and Instruction, Department Chair, HR Director	Instructional Budget
Assess PD program each year	9/2022	annually	Director of Curriculum and Instruction, Principal	Instructional Budget

Adjust staff compensation to match CSI recommendations	1/2022	6/2027	Principal, Board, Director of Finance	Annual Budget
Track percentage of teachers retained each year	6/2022	annually	HR Director	N/A
Create and define a list of administrative and teaching roles	1/2022	6/2022	Principal, HR Director, Director of Curriculum and Instruction	N/A
Create a hierarchy(flowchart) of the structure of the roles	1/2022	6/2022	Principal, HR Director, Director of Curriculum and Instruction	N/A
Reassess and revise these roles and hierarchy	6/2023	annually	Principal, HR Director, Director of Curriculum and Instruction	N/A
Board policy manual updated	1/2022	1/2023	Board, Principal	N/A
Update school by-laws to reflect any changes	1/2022	8/2022	Board, Principal	N/A

EVIDENCE TO BE COLLECTED WHICH clearly demonstrates progress on this goal.

Measurement Tool	When Will Collect	How Often Collect	Who Will Collect
Mentor Handbook	7/2022	annually	Director of Curriculum and Instruction
Mentor PD (90 hours over 3 years) schedule and agenda	7/2022	annually	Director of Curriculum and Instruction
Mentee PD documentation of 90 hours over 3 years being completed (itemizing the dates, topics, and hours)	7/2022	annually	Director of Curriculum and Instruction

PD program for veteran teachers new to WMC	7/2022	annually	Director of Curriculum and Instruction
Documentation of Veteran Teacher PD completion logs (dates, topics, and hours)	7/2022	annually	Director of Curriculum and Instruction
PD Program Assessment and Revision	June 2022	Every school year	Director of Curriculum and Instruction, Staff
Adjust staff compensation to match CSI recommendations	August 2022	annually	Director of Finance
Track percentage of teachers retained each year	August 2022	annually	Director of Finance
Create and define a list of administrative and teaching roles	August 2022	annually	Director of HR
Create a hierarchy(flowchart) of the structure of the roles	August 2022	annually	Director of HR
Reassess and revise these roles and hierarchy	August 2022	annually	Director of HR
Board policy manual updated	January 2023	annually	Board, Principal
Update school by-laws to reflect any changes	January 2023	annually	Board, Principal

Goal #2:                   TEACHING FOR LEARNING - STRAND 2

By 2026, WMC will clarify academic and Biblical priorities, write and align all curriculum to reflect these priorities, provide effective and appropriate lessons and student assessments that are aligned to Biblical and academic standards, and implement a curriculum review process.

Indicators that identified this need:

- 2.1.1 - Curriculum articulated
- 2.1.2 - Curriculum Biblical perspective
- 2.1.3 - Curriculum aligned to standards
- 2.1.4 - Curriculum review
- 2.3.1 - Assessment aligned to curriculum and instruction
- 2.3.4 - Assessment Informs instruction
- 2.3.5 - Assessment sharing results

Additional sources used to determine this need:

- Parent student handbook
- Teaching for Transformation materials
- Parent surveys
- Student surveys
- 2025 Strategic Plan
- Electronic communication, website, home bulletin

Measurable Objectives:

- WMC will develop and provide professional development, under the direction of the Director of Curriculum and Instruction, that supports our academic and Biblical priorities. This professional development will take place as outlined on the academic calendar for each year (2021-2026).
- WMC will align its academic priorities with the state of Michigan educational standards, as well as Teaching for Transformation standards.
  - All curriculum maps will be updated to be fully aligned with academic standards by the end of the school year 2021-2022.
  - In the school year 2022-2023, Teaching for Transformation learning targets, throughlines, and 1 FLEx project will be added.
  - In the school year 2023-2024, Teaching for Transformation storyboards and habits of learning will be added to the documentation.
  - In the years 2024-2026, 1 FLEx project per semester will be added to the documentation.
- WMC will align its Biblical priorities in Curriculum Trak.
  - A Bible curriculum committee, led by Pastor Greer, will be organized and tasked with updating our Bible curriculum for grades 7-12. (2021-2022)
  - A Chapel committee of staff and students will be formed to further develop our Biblical priorities during our Chapel opportunities.
  - Plans will be created for the school year(s) and documented in our WMC Chapel file. Coordination between classroom Biblical priorities and Chapel opportunities will be demonstrated (2022-2026).

<b>Activities/Actions to be Taken</b>	<b>Begin Date</b>	<b>End Date</b>	<b>Staff Responsible</b>	<b>Source of Funding</b>
HOW	WHEN		WHO	
Professional Development plan that supports academic and Biblical principles	1/2022	6/2026	Director of Curriculum and Instruction and Teachers	Instructional Budget
Curriculum maps aligned with academic standards	8/2021	6/2022	Director of Curriculum and Instruction and Teachers	Instructional Budget
Teaching for Transformation learning targets, throughlines, and 1 FLEx project added to curriculum maps	8/2022	8/2023	Director of Curriculum and Instruction and Teachers	Instructional Budget
Teaching for Transformation storyboards and habits of learning will be added to curriculum maps	8/2023	8/2024	Director of Curriculum and Instruction and Teachers	Instructional Budget
1 FLEx project per semester will be added to curriculum maps	8/2024	8/2026	Director of Curriculum and Instruction and Teachers	Instructional Budget
Bible curriculum committee will be organized and tasked with updating Bible curriculum for grades 7-12	8/2021	8/2022	Director of Curriculum and Instruction and Teachers	N/A
Chapel committee will be formed to further develop our Biblical priorities	8/2021	8/2022	Dean of Students	N/A
Annual Chapel plans	8/2022	8/2026	Dean of Students	N/A
EVIDENCE TO BE COLLECTED WHICH clearly demonstrates progress on this goal.				
<b>Measurement Tool</b>	<b>When Will Collect</b>	<b>How Often Collect</b>	<b>Who Will Collect</b>	
Professional Development plan that supports academic and Biblical principles	August 2022	annually	Director of Curriculum and Instruction	

Curriculum maps aligned with academic standards	August 2022	annually	Director of Curriculum and Instruction
Teaching for Transformation learning targets, throughlines, and 1 FLEx project added to curriculum maps	August 2023	annually	Director of Curriculum and Instruction
Teaching for Transformation storyboards and habits of learning will be added to curriculum maps	August 2024	annually	Director of Curriculum and Instruction
1 FLEx project per semester will be added to curriculum maps	August 2025	annually	Director of Curriculum and Instruction
Bible curriculum committee will be organized and tasked with updating Bible curriculum for grades 7-12	August 2022	annually	Dean of Students
Chapel committee will be formed to further develop our Biblical priorities	August 2022	annually	Dean of Students
Annual Chapel plans	August 2022	annually	Dean of Students

**GOAL #3: LEADING WITH PURPOSE & LEARNING IN COMMUNITY - STRAND 1 & 4**

By 2026, Western Michigan Christian School will secure WMC's financial stability in the short and long term. Fiscal responsibility is key for operational success, growing the endowment is essential for the future of Christian education here in this place. WMC will develop effective communication measures both internally and externally to better serve the overall school community.

Indicators that identified this need:

- 1.3.1 - Fiscal Responsibility - Integration of mission into finances
- 1.3.3 - Fiscal Responsibility - Resource development
- 1.3.5 - Fiscal Responsibility - Fundraising/record keeping/audit
- 4.4.1 - Interaction with the community - multiple methods

- 4.4.2 - Interaction with the community - intentional communication
- 4.4.4 - Interaction with the community - broader community

Additional sources used to determine this need:

- 2025 Strategic Plan
- P&L and Monthly Financial Statements
- Operating Budget
- Debt Schedule
- Electronic communication, website, home bulletin, sports update
- Parent student handbook
- Parent and Student surveys
- 2025 Strategic Plan

Measurable Objectives:

- WMC will continue to operate with a balanced budget, meet or exceed budgeted advancement goals, and grow the endowment to ensure future financial stability.
- WMC will strengthen the operational budget by creating and executing a balanced budget, eliminating deficit spending, yearly audits, effective administrative staffing, and a fiduciary board governance mindset - by acting in the best interests of WMC.
- WMC will implement effective and timely budgets, train board members on their fiduciary responsibilities, and make well-thought-out financial decisions that develop and/or expand on financial governance policies, practices, and protocols.
- WMC will define audiences and tailor messages to each, engaging them in consistent and effective communication
- Look the part, consistently brand the school through exterior signage, monitors in office and lobby, wrap gym interior and exterior, explore a mascot, and through other means.
- Town Hall meetings - host two town hall meetings a year for leadership to meet, connect, re-connect with WMC constituents to update them and listen to them.

Activities/Actions to be Taken	Begin Date	End Date	Staff Responsible	Source of Funding
HOW	WHEN		WHO	
Execute a balanced budget	1/2022	12/2022	Board, Principal, Director of Finance	N/A
Meet or exceed advancement goals	9/2022	8/2023	Director of Advancement	Advancement Budget
Grow the endowment by \$5 million	1/2022	8/2027	Director of Advancement	Advancement Budget
Train board members on their fiduciary responsibilities	1/2022	annually	Principal, Director of Advancement, Lawyer	Administrative Budget



Implement a communication system and protocols	1/2022	1/2023	Principal, Marketing, Recruiting, Advancement, Athletic Director, Director of Curriculum and Instruction, Dean of Students, Fine Arts, Director of Finance	Annual Budget
Define audiences and tailor messages to each	1/2022	annually	Principal, Marketing, Recruiting, Advancement, Athletic Director, Director of Curriculum and Instruction, Dean of Students, Fine Arts, Director of Finance	N/A
Implement a system of branding for our school	1/2022	annually	Marketing	Marketing Budget
Facilitate Town Hall meetings	11/2022 and 4/2023	annually	Principal, Marketing, Recruiting, Advancement, Athletic Director, Director of Curriculum and Instruction, Dean of Students, Fine Arts, Director of Finance	Administrative Budget

EVIDENCE TO BE COLLECTED WHICH clearly demonstrates progress on this goal.

Measurement Tool	When Will Collect	How Often Collect	Who Will Collect
Execute a balanced budget	9/2022	Annually	Director of Finance
Meet or exceed advancement goals	9/2022	Annually	Director of Advancement
Grow the endowment by \$5 million (itemizing the dates, topics, and hours)	9/2022	Annually	Director of Advancement
Train board members on their fiduciary responsibilities	9/2022	Annually	Board, Principal, Director of Advancement
Implement a communication system and protocols	1/2023	once	TBD

Define audiences and tailor messages to each	ongoing	ongoing	TBD
Implement a system of branding for our school	1/2022	Annually	Marketing
Facilitate Town Hall meetings	11/2022 and 4/2023	Annually	Board, Principal, Management Team