

Western Christian High School School Improvement Plan: 2016

School-Wide Goals

1. We will use data to make decisions that benefit our students.
2. We will prioritize the integration of the WCHS mission into our programs.
3. We will improve board-level organization and functioning.
4. We will foster a culture of professional growth for our faculty.



WESTERN CHRISTIAN
HIGH SCHOOL

The mission of Western Christian High School is to provide God-centered secondary education to young men and women using the Bible and its principles as the foundation for the total curriculum.

Goal #1: We will use data to make decisions that benefit our students.

Identified need(s) which caused the SIT to write this goal:

Lack of available data and reflection on that data to make decisions; inconsistent measures of learning.

Indicators which helped the SIT identify this need:

- 2.3.1, 2.3.2, 2.3.4, 2.3.5, 3.1.1, 3.1.2, 3.1.4, 3.1.6, 3.3.2, 44.1, 4.4.2

Additional documentation or data which helped the SIT identify this need:

Strand 2 summary, Strand 3 summary, Strand 4 summary, themes of discussions

Measurable Objective 1: Focus professional development around assessment

Strategy 1: Use the AIW process evaluate and revise assessments

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Introduce faculty to Backwards Design and encourage using it to think through assessments	Fall 2016	Ongoing	N/A	Curriculum Coordinator
Faculty bring assessments to AIW as tasks or student work and help each other better align the assessments to the unit goals as well as to AIW standards	Fall 2016	Ongoing	N/A	Teachers

Strategy 2: Learn assessment strategies to improve student learning

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Curriculum director will investigate ways to conduct item analysis on assessments	Fall 2017	Spring 2018	N/A	Curriculum director
Faculty will conduct item analysis on assessments during PD time	Fall 2018	Ongoing	N/A	Teachers
Faculty will use results of item analysis to improve assessments during PD time	Spring 2019	Ongoing	N/A	Teachers
Teachers evaluate item analysis process and give feedback	Spring 2019	Spring 2019, ongoing	N/A	Teachers

Measurable Objective 2: Use other sources of data to facilitate growth

Strategy 1: Analyze standardized testing results

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Develop a strategy for teachers to see and analyze test data	Fall 2017	Fall 2017	N/A	Counselor, Curriculum Coordinator, Principal
Gather teachers around the testing data for analysis	Spring 2018	Ongoing	N/A	Teachers
Teachers of core subjects discuss and consider areas of weakness during PD time	Spring 2018	Ongoing	N/A	Teachers of Core Subjects

Strategy 2: Write, conduct and analyze surveys to facilitate growth

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Seek input from teachers, administration, and board on information they would like to gain from the surveys; write/edit surveys according to input and SIP/Student Learner Goals	Fall 2017	Fall 2017	N/A	Curriculum Coordinator
Parent, student, and faculty surveys are sent out and results are analyzed by all stakeholders—teachers (in AIW groups), administration, and board—to monitor progress toward School Improvement Plan goals and Student Learner Goals	Spring 2018	Ongoing	N/A	Principal, board, teachers
A database of alumni is prepared and surveys are sent to alumni who've graduated in the last five years. Results are analyzed by all stakeholders—teachers (in AIW groups), administration, and board—to monitor progress toward School Improvement Plan goals and Student Learner Goals	Spring 2018	Ongoing	N/A	Development Director, Principal, board, teachers

Measurements that will determine progress or success made on this goal: (Data or documentation that will be shared with Christian Schools International Accreditation in your school's annual reports to demonstrate progress or success toward meeting the goal.)

1. Revised assessments (posted on AIW website)
2. Agendas/presentations from Professional Development sessions
3. Reflections/feedback on item analysis process
4. Surveys, results, and analysis

Goal #2: We will improve the integration of the WCHS mission into our programs.

Identified need(s) which caused the SIT to write this goal:

Lack of intentional, schoolwide focus on our mission; lack of evaluation and reflection of how we integrate our mission into our programs.

Indicators which helped the SIT identify this need:

- 1.1.4, 4.1.1, 4.1.2, 4.1.3

Additional documentation or data which helped the SIT identify this need:

Survey data, especially parent comments, and the summary of Strand 4, which focuses on the need to nurture and care for students.

Measurable Objective 1: We will create an atmosphere where students feel individually supported and nurtured as part of a Christian community.

Strategy 1: Utilize Faith Packs to build relationships between teachers and students and provide a spiritual "home" for students in our student body.

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Re-evaluate and restructure small groups with an emphasis on relationship-building	Fall 2016	Ongoing	N/A	Spiritual Life Coordinator
Teachers focus on building positive trusting relationships with students in their Faith Packs	Fall 2016	Ongoing	N/A	All teachers
Conduct exit interviews ("Donuts and Discussion") with a group of seniors and faculty to evaluate effectiveness of Faith Packs on their personal faith lives and make adjustments accordingly.	Spring 2017	Annually	N/A	Spiritual Life Coordinator, Curriculum Coordinator

Measurable Objective 2: We will provide opportunities for students to connect their faith to their academic learning in authentic and impactful ways.

Strategy 1: Consider implementing Teaching for Transformation.*

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Faculty explores Tft and hears feedback on Tft from other teachers who have implemented it	Fall 2016	Spring 2017	N/A	Principal, teachers
Board explores Tft and makes a decision on implementation and implementation timeline	Winter 2016/17	Winter 2016/17	N/A	Board

*If the board does not pass Tft as an initiative for our school, we will need to devise a new strategy to meet this objective, which will be done by the SIT team in conjunction with teacher input after the site visit.

*If the board approves Tft, we are not anticipating full faculty involvement until at least 2019-2020. The source of funding would be budgeted out of the general fund.

Measurements that will determine progress or success made on this goal: (Data or documentation that will be shared with Christian Schools International Accreditation in your school's annual reports to demonstrate progress or success toward meeting the goal.)

1. Outline of activities for Faith Pack meetings
2. Documentation containing school-wide faith/learning terminology from Tft (if passed)
3. Tft-revised units and projects (if passed)

Goal #3: We will improve board-level organization and functioning

Identified need(s) which caused the SIT to write this goal:

Lack of a process for board evaluation, lack of board/faculty interaction, inconsistent election processes

Indicators which helped the SIT identify this need:

- 1.2.7, 1.3.4, 1.4.5, 3.1.6, 3.2.1

Additional documentation or data which helped the SIT identify this need:

SIT discussions, Strand 1 summary, Strand 3 summary

Measurable Objective 1: The board will strengthen its communication and collaboration with faculty

Strategy 1: Develop regular communication channels and opportunities for interaction between the board and the faculty

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Board meeting minutes are published and regularly distributed (through the Witness or other publication avenue).	Fall 2017	Ongoing	N/A	Principal
The board uses a survey to hear from teachers annually about programs, governance, and procedures.	Spring 2018	Ongoing	N/A	Principal, teachers, board members
Assign each member of the board 1-2 teachers and staff members to visit/communicate with on a regular basis (instead of randomly visiting rooms when they come).	Fall 2017	Ongoing	N/A	Board members, teachers
The ed committee will meet with individual departments on a rotating basis at the beginning of each monthly committee meeting to hear department reports, proposals, and any other concerns from faculty.	Fall 2017	Ongoing	N/A	Board members, teachers

Measurable Objective 2: The board will evaluate and revise its role and procedures.

Strategy 1: Board develops and conducts a self-evaluation, making changes according to its findings.

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Board develops a self-evaluation tool	Fall 2018	Fall 2018	N/A	Board members
Board goes through self-evaluation process	Spring 2019	Spring 2019	N/A	Board members
Board makes changes according to its findings	Spring 2019	Spring 2019	N/A	Board members
Board repeats this process every 4 years	Spring 2023	Ongoing	N/A	Board members

Strategy 2: Board investigates models of governance that might benefit WCHS

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Board investigates mission-directed governance and the possibilities it holds for WCHS	Fall 2019	Dec 2019	N/A	Board members
Board undergoes necessary governance changes according to its findings	Spring 2020	Ongoing	N/A	Board members

Measurements that will determine progress or success made on this goal: (Data or documentation that will be shared with Christian Schools International Accreditation in your school's annual reports to demonstrate progress or success toward meeting the goal.)

1. Published board meeting minutes
2. Survey results from teachers
3. Board self-evaluation results and description of governance changes

Goal #4: We will foster a culture of professional growth for our faculty.

Identified need(s) which caused the SIT to write this goal:

Lack of teacher evaluation or structures for accountability, faculty feelings of not being supported in their growth, lack of evidence that professional development is affecting student learning

Indicators which helped the SIT identify this need:

- 3.1.1, 3.1.2, 3.1.3, 3.1.4, 3.1.5, 3.2.2, 3.3.2

Additional documentation or data which helped the SIT identify this need:

Strand 3 summary, themes of discussions

Measurable Objective 1: Develop and implement tools to promote professional growth and accountability

Strategy 1: Monitor effectiveness of professional development on student learning

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Conduct teacher surveys/evaluations of professional development and perceptions of student needs in order to measure effectiveness and provide guidance for future planning	Spring 2017	Ongoing	N/A	Curriculum Coordinator, Principal, Teachers

Strategy 2: Evaluate and improve tools for faculty evaluation and accountability

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Seek input from faculty on strategies that would best help them improve and be held accountable	Fall 2020	Fall 2020	N/A	Principal, teachers
Based on input, develop or revise a tool(s) for faculty evaluation	Spring 2021	Spring 2021	N/A	Principal, teachers
Implement the selected tool(s)	Fall 2021	Spring 2022, ongoing	N/A	Principal, teachers
Evaluate the use of the selected tool(s) and make adjustments accordingly	Spring 2022	Ongoing	N/A	Principal, teachers

Strategy 3: Evaluate and improve tools for administrator evaluation and accountability

Activity	Begin Date	End Date	Source of Funding	Staff Responsible
Seek input from administrator on strategies that would best help him improve and be held accountable	Fall 2020	Fall 2020	N/A	Principal, board
Seek input from teachers on the opinionaire form they fill out on the administrator and improve opinionaire process	Spring 2017	Ongoing	N/A	Teachers, board
Based on input, develop or revise a tool(s) for administrator evaluation	Spring 2021	Spring 2021	N/A	Principal, board
Implement the selected tool(s)	Fall 2021	Spring 2022, ongoing	N/A	Principal, board
Evaluate the use of the selected tool(s) and make adjustments accordingly	Spring 2022	Ongoing	N/A	Principal, board

Measurements that will determine progress or success made on this goal: (Data or documentation that will be shared with Christian Schools International Accreditation in your school’s annual reports to demonstrate progress or success toward meeting the goal.)

1. Professional Development Surveys and Yearly PD Plans
2. Faculty Evaluation Tool and Evaluations
3. Administrator Evaluation Tool and Evaluations

2016-2017 School Year

2017-2018 School Year

2018-2019 School Year

2019-2020 School Year

2020-2021 School Year

2021-2022 School Year

A note about the timeline:

Because the Self-Study was completed during the 2015-2016 school year, we began to address some of the pressing needs that we identified already during this school year (2016-2017). That is why we included this year in the 5-year plan, essentially making it a 6-year plan.