

STRATEGIC PLAN

2025 - 2028

FIRM FOUNDATION
FUTURE LEADERS

GOAL #1 - Biblical Worldview - Develop and resource a community-wide commitment and embodiment of a Biblical worldview.

GOAL #2 - Family-Church-School Alignment - Promote and advocate the importance of the family, church, and school alignment in the ministry of Christian education.

GOAL #3 - Communication - Communicate regularly and broadly the mission, vision, and programs to the entire school community.

GOAL #1 - Campus Planning - Analyze and create a facility masterplan that addresses safety/security, educational, and collaboration/common space needs.

GOAL #2 - Student Program Development - Develop programs and courses that address the social, emotional, and life skill development needs of students.

GOAL #3 - Student Leadership Development - Develop a K-12 student leadership program grounded in a biblical worldview, empowering students to lead ethically and confidently in their communities and beyond.

**Firm Identity -
Christ-Centered Community**
Align people, programs, and process to the mission, vision, and core values

**Quality Student Programs -
Preparing Future Leaders**
Meet the individual academic, spiritual, and emotional needs of students through expansive, challenging, and community-oriented student programs and mission-supportive facilities.

Conestoga
Christian School

**Exceptional Faculty -
Life-Changing Mentors**
Attract, retain, and develop quality staff modeling vibrant relationships with God, instructional excellence, and care and support for students.

**Community Engagement -
Impactful Relationships**
Strengthen school financial sustainability and family accessibility, partnering with the CCS Community and the community-at-large.

GOAL #1 - Staff Appeal - Create an environment & compensation structure that communicates value in ways that retain and attract staff and faculty.

GOAL #2 - Staff Mentorship - Review and enhance orientation and mentoring programs.

GOAL #3 - Staff Development - Promote and provide professional development that enhances instructional excellence and student impact.

GOAL #1 - Culture of Generosity - Foster a culture of engagement, generosity, and service between CCS Community and Community-at-large.

GOAL #2 - Financial Sustainability - Increase school financial sustainability through financial management, fund development, and strategic partnerships.

OUR HISTORY

Conestoga Christian School was founded in 1952 by a group of parents from Conestoga Mennonite Church. Enrolling twenty-two students, CCS operated in a local rented school building.

On August 26, 1953, the Conestoga Christian Day School Association was chartered as a non-profit organization in Pennsylvania. A new building was constructed containing two classrooms. The school had two teachers for grades one through nine. As enrollment increased, more rooms were added and in 1963 an elementary classroom building was erected.

In 1974 another building program was completed, adding four additional classrooms to the elementary building. A gymnasium/auditorium area, including classrooms, kitchen, stage, locker rooms, and library, was completed in 1988.

In 2005 the school completed a new high school wing including high school classrooms, a middle school science room, a new computer lab, and centralized office areas. Since that time, many improvements have been made to the campus including adding air conditioning and a new sound system in the gymnasium/auditorium.

CCS began the 2023-24 school year with 393 students, the largest enrollment in school history. As enrollment has steadily climbed over the last several years, with each year breaking the previous year's enrollment record, it becomes increasingly evident that the school needed more classroom space for these students - Launching the Growing in Faith Together Capital Campaign.

Nearing 75 years of educational ministry, the mission of Conestoga Christian School to educate the whole student - body, mind and spirit - for God remains strong and unwavering.

Conestoga
Christian School
REDEFINING
CHRISTIAN
EDUCATION

75 YEARS OF EDUCATIONAL MINISTRY

VISION STATEMENT

CONESTOGA CHRISTIAN SCHOOL,

in harmony with the home and church, provides a quality educational program for Preschool-12th grade students in an environment which develops critical thinking, nurtures Christ-like character, and equips students for a life of discipleship and service.

MISSION STATEMENT

Educating the whole student

—BODY, MIND and SPIRIT—

for God.



CORE VALUES

EDUCATIONAL EXCELLENCE

Provide educational excellence that integrates faith and learning.

“The fear of the Lord is the beginning of knowledge...”

Proverbs 1:7a

RESPECT

View with mutual regard the real worth of others.

“Do nothing out of selfish ambition or vain conceit, but in humility consider others better than yourselves.”

Philippians 2:3

DISCIPLESHIP

Develop fully devoted followers of Christ.

“The disciples went and did as Jesus had instructed them.”

Matthew 21:6

SAFETY

Create a safe and caring environment.

“...but whoever trusts in the Lord is kept safe.”

Proverbs 29:25b

CHRISTIAN CHARACTER

Cultivate the character qualities inherent in Christ.

“But the fruit of the Spirit is love, joy, peace, patience, kindness, goodness, faithfulness, gentleness, and self-control. Against such things there is no law.”

Galatians 5:22

OPPORTUNITY

Offer a variety of experiences that will prepare students for responsible living in a global society.

“Therefore, as we have opportunity, let us do good to all people, especially to those who belong to the family of believers.”

Galatians 6:10

PRAYER

Exist in a constant state of adoration, confession, supplication, intercession, and thanksgiving.

“Devote yourselves to prayer, being watchful and thankful.”

Colossians 4:2

UNITY

Work in conjunction with each other and the community toward common goals.

“How good and pleasant it is when brothers live together in unity!”

Psalms 133:1

CCS STRATEGIC THEMES

S.W.O.T. ANALYSIS

BOARD | ADMINISTRATION
FACULTY | STUDENT

PREPARATION FOR STRATEGIC PLANNING

The goal was to craft a strategic plan that would carry Conestoga Christian School through 2028. The plan would consist of 3 to 5 Strategic Themes (large categories of focus), 3 to 5 Strategic Goals (specific outcomes to achieve), and 3 to 5 Strategic Tasks (specific actions to achieve a strategic goal).

The process began with a Board Retreat in January, led by Phil Puleo, Christian School Consultant and Advocate. The morning session focused on the Board's Role in Strategic Planning while the afternoon session consisted of the Board considering and discussing the strengths, weaknesses, opportunities and threats that exist and confront CCS. This served as the first focus group of a SWOT Analysis.

Following the Board Retreat, several SWOT Focus Groups were conducted. Phil Puleo met with the school's leadership team, the school's faculty and staff, a group of elementary and secondary parents, and a group of students.

Having collected feedback from a variety of school constituencies, the CCS Executive Committee on Strategic Planning, chaired by Keith Brubacher, met to develop Strategic Themes and Goals. Over time, the Committee recommended four strategic themes with eleven strategic goals. The strategic themes and strategic goals were approved by the board on April 15th and June 17th, respectively.

STRENGTHS

- **MISSIONAL ALIGNMENT:** The Board, Administration, Staff, and the CCS Community are aligned with the mission, vision, and core values of the school.
- **FOCUS ON PRAYER:** CCS is a community that prays together and prays often.
- **DEDICATED, CARING FACULTY AND STAFF:** Teachers are caring and supportive seeking to meet the individual needs of students.
- **STRONG, CHRIST-LIKE LEADERSHIP:** Strong, stable, administrative team that is open to change and is supportive collaborative and trusting (flexibility) with the teaching staff. Decision making is Christ-first, spirit-led.
- **DEBT FREE:** The school does not currently carry any debt.
- **GROWING ENROLLMENT:** More and more families and students are considering a Christian education resulting in historic growth at Conestoga Christian School.



WEAKNESSES

- **SPACE LIMITATIONS:** Space limits student programming; CCS is in need of a large-gathering space and additional classrooms.
- **CURRICULUM REVIEW & RESOURCES:** The school needs a formal and systematic review of course curriculum as well as additional resources to carry out the educational program with excellence.
- **ADDITIONAL PROGRAMMATIC OFFERINGS:** The school can continue to grow programmatically through the addition of advanced classes (i.e. dual enrollment/AP classes), diverse electives, “life-skills” courses, internships, and extra-curricular activities & clubs.
- **ADDITIONAL OPPORTUNITIES TO SERVE:** The school could benefit from more opportunities for student service, school-sponsored missions opportunities, and school-wide events.
- **DEVELOPMENT & MARKETING:** The school neither has a designated Development Officer nor a school-wide marketing plan.



OPPORTUNITIES

- **COMMUNITY ENGAGEMENT:** The school has an opportunity to reach out to local churches and the broader Morgantown community.
- **SERVICE AND MISSIONS:** Students would benefit through expanded opportunities for service and missions.
- **EXPANDED EDUCATIONAL OPPORTUNITIES:** Expand and diversify educational opportunities such as dual enrollment, AP courses, course electives, career exploration, external partnerships, etc.
- **EXPANDED FUNDING:** There are opportunities to raise additional non-tuition revenue through the promotion of EITC, efficient and effective fundraising, and food services revenue.
- **TEACHER RECRUITMENT AND CARE:** There is an opportunity to broaden teacher recruitment, enhance teacher orientation, and individual and systematize professional development.
- **PRIORITIZE EXPANSION:** With the need for additional space, the school must prioritize expansion with the following under consideration - updated kitchen, additional classrooms, large gathering space, and a baseball field.



THREATS

- **GOVERNMENT REGULATIONS AND MANDATES:** While there is an increase in government support for providing financial resources to private schools there is a growing concern that Christian Schools must adhere to non-biblical public policies, restrictive mandates, and restrictions to EITC and other government funding.
- **SECURING QUALITY CHRISTIAN STAFF:** The current trend in Christian Education, as a result of elevated living expenses and less than adequate wages, makes it difficult to attract and retain quality staff which places the schools implementation of its mission at risk.
- **DECLINING CULTURE:** Society, and sometime even within the Christian Church, secular, non-Biblical culture is negatively impacting the Christian school in a variety of ways.
- **ENROLLMENT:** Culture is also impacting enrollment and the unified commitment to the school's mission. This is furthered by the reality that some families choose CCS seeking a Christian education while others are simply seeking to "avoid" public school.
- **PHYSICAL SAFETY OF STUDENTS, STAFF, AND FACILITY:** The modern physical (and psychological) threat to schools in general require the school to be strategic in its physical care for its facilities and those inside.
- **EMOTIONAL AND SOCIAL HEALTH OF STUDENTS:** Trending before COVID but accelerated as a result of COVID and a growing "dependency" upon social media, schools are confronted with a growing need to support the emotional and social well-being of students.
- **RISING COSTS AND ACCESSIBILITY:** With double digit inflation over the past three years, there is a great deal of financial pressure on the school as costs rise and the ability of families to afford tuition declines.

CCS STRATEGIC GOALS



FIRM IDENTITY - CHRIST-CENTERED COMMUNITY | Align people, programs, and process to the mission, vision, and core values.

QUALITY STUDENT PROGRAMS - PREPARING FUTURE LEADERS

Meet the individual academic, spiritual, and emotional needs of students through expansive, challenging, and community-oriented student programs and mission-supportive facilities.

EXCEPTIONAL FACULTY - LIFE-CHANGING MENTORS | Attract, retain, and develop quality staff modeling vibrant relationships with God, instructional excellence, and care and support for students.

COMMUNITY ENGAGEMENT - IMPACTFUL RELATIONSHIPS

Strengthen school financial sustainability and family accessibility, partnering with the CCS Community and the community-at-large.