

KINGSWAY COLLEGE



STRATEGIC PLAN 2011 - 2016



A Message from Our President



Kingsway College came into existence in 1903. It has a rich and impressive history that all Kingsway alumni can be very proud of. Kingsway has always been committed to providing an excellent educational product that prepares students for a life of service in this world, and the world to come. Kingsway encourages spiritual growth and commitment in an environment that fosters academic excellence, physical fitness, sensitive service and social skills.

In the fall of 2010, the Board of Trustees, Administration and Faculty and Staff of Kingsway determined that a Strategic Plan was needed to ensure the sustainability, continued growth, and future success of Kingsway College. This plan is the result of a lot of prayer, very careful reflection and discussion regarding how to make Kingsway College the best place it possibly can be. This plan will be maintained as a five-year rolling plan that will be updated on an annual basis.

This strategic plan will not require a major change in our direction or philosophy. It simply has helped us identify where we want to be in the future, and how we are going to get there. Eight strategic initiatives have been identified and will provide the framework for ensuring growth and the ability to respond to the challenges that Kingsway College will face.

These strategic initiatives are:

1. **Spiritual** – To intentionally provide opportunities for students to develop a relationship with Jesus Christ, to prepare them for His soon return, and to prepare them for a life of service in this world and the world to come.

2. **Academic** – To ensure the delivery of a consistently high quality educational product.
3. **Campus Life** – To provide a safe, comfortable and healthy living environment to support the students in their academic and student life.
4. **Enrolment** – To increase student enrolment in order to sustain the financial operations of the school.
5. **Development** – To inspire involvement and investment in Kingsway by establishing a solid infrastructure to build and nurture relationships, coordinate fundraising activities, and collaborate with our constituents at large.
6. **Plant Management** – To enhance the school's physical plant and grounds to provide a safe, attractive, and functional environment in which to learn and live.
7. **Administration** – To develop a working and learning environment where employees are engaged, supported and inspired to achieve excellence.
8. **Finance** – To establish a sound financial structure that ensures self-sufficiency and sustainable growth.

I invite you to partner with us as we work hard to achieve all of our goals and dreams for Kingsway College.



Lee Richards
President

Mission Statement

To reflect Jesus Christ and prepare students for His service.

Motto

Service Not Fame



Directional (Core) Values

The following postulates provide an important context for our decisions and directions:

1. **Spiritual Values:**

- Provide opportunities for each student to grow in God's love.
- Lead students to accept Jesus Christ as their personal Saviour.
- Develop a desire in students to serve God and others.

2. **Academic Values:**

- Lead students to reach his or her potential to master knowledge and develop the skills and attitudes essential for success in society.
- Develop in each student the highest level of critical thinking possible.
- Create a learning environment where students can express innovative thinking and utilize their creative energy.
- Maintain accreditation by the North American Division of Seventh-day Adventists.
- Maintain registration with the Ministry of Education allowing Kingsway to grant Ontario credits and offer the Ontario Secondary School Diploma.

3. **Physical Values:**

- Provide a wide variety of physical activities that will help students experience a balanced Christian lifestyle and maintain personal physical fitness.
- Develop a respect for the dignity of labour and pride in a job well done.
- Develop good work habits such as diligence, initiative, and honesty.

4. **Social Values:**

- Provide a safe learning environment.
- Acknowledge diversity and develop respect for the rights of yourself and others.
- Practice effective communication with all members of our learning community.
- Promote integrity of character by developing personal responsibility through holding ourselves accountable for our actions.

Process of Review

Kingsway's Administrative Committee ADCOM will bear the primary responsibility for managing and updating this plan. The following annual timetable will be followed:

1. **January:** The President will send to each department a list of the identified goals for the current year.
2. **March:** The President will provide a report to the Kingsway College Board of Trustees regarding the revision of the strategic plan and the new goals for the upcoming year.
3. **June:** The President will provide a report to the Kingsway College Board of Trustees regarding the progress in meeting the current year's goals.
4. **September:** The President will provide a report to the Kingsway College Board of Trustees regarding the progress in meeting the current year's goals.
5. **September:** The President will meet with the various committee's/departments in order to receive input regarding the revision of the strategic plan and the setting of goals for the upcoming year.
6. **October:** ADCOM will revise the strategic plan and set goals for the upcoming year.
7. **November:** The President will provide a report to the Kingsway College Board of Trustees regarding the success in meeting the current year's goals.
8. **Ongoing:** The President will provide regular reports to the faculty and staff of Kingsway College regarding the progress, success and the revision of the strategic plan.



Strategic Initiative #1

SPIRITUAL

To intentionally provide opportunities for students to develop a relationship with Jesus Christ, to prepare them for His soon return, and to prepare them for a life of service in this world and the world to come.

Objectives:

1. To support faculty and staff in their role as spiritual mentors.
2. To enhance the student experience through extra-curricular spiritual activities.
3. To enhance the student experience through outreach opportunities.



Action Plan (Highlights):

	Action Plan	Person(s) Responsible
Objective #1	Expect integration of faith and learning in the classroom.	Faculty, President
	Provide a worship time at the beginning of each class (i.e. prayer, devotional, video, etc.).	Faculty
	To implement the "KID discipleship program" at Kingsway.	Campus Ministries
	To create a survey to assess the campus ministries program as it relates to the spiritual development of students.	Campus Ministries
Objective #2	Provide three "Weeks of Prayer". Fall – guest speaker, Winter – students, Spring – guest speaker.	Campus Ministries
	To provide "Power Weekends" once per month (bring in a guest speaker to provide all weekend services).	Campus Ministries
	Continue mentoring students through Bible studies/baptismal classes and continue scheduling these classes once per week during work time.	Chaplain, President
	To provide live webcasts of some of our spiritual programming on the Kingsway website.	Chaplain, Enrolment
	To provide spiritual podcasts on the Kingsway website.	Chaplain, Enrolment
	To explore the idea of having a spiritual retreat for students and faculty.	President, Chaplain
Objective #3	To provide service to the community through outreach days (i.e. Oshawa cleanup, food banks, soup kitchens, MADD Canada, etc.).	Outreach Committee
	To provide an "out-of-country" mission trip every two years.	Campus Ministries
	To explore the concept of a local mission trip every two years (not to coincide with the "out of country" mission trip).	Campus Ministries
	To provide outreach opportunities for the students on a quarterly basis.	Campus Ministries
	To explore outreach opportunities with ADRA.	SA, Campus Ministries

Strategic Initiative #2

ACADEMIC

To ensure the delivery of a consistently high quality educational product.

Objectives:

1. To improve student learning and achievement through assessment for, as and of learning.
2. To support student learning and achievement through school and classroom leadership.
3. To provide the students with opportunities to be involved in discussions regarding school improvement and learning needs in the classroom.
4. To improve student learning and achievement through curriculum, teaching and learning.
5. To ensure that programs and pathways are available to meet the learning needs and interests of all students.
6. To develop strong partnerships between the home, school and community.
7. To use progressive technology to enhance the learning process.



Action Plan (Highlights):

	Action Plan	Person(s) Responsible
Objective #1	Students and teachers share a common understanding of the learning goals and related success criteria.	President, Ac. Policies
	During learning, students receive ongoing, descriptive feedback based on the success criteria, from the teacher and from peers.	President, Ac. Policies
Objective #2	Processes and practices are designed to deepen content knowledge and refine instruction to support student learning and achievement.	President, Ac. Policies
	Staff, students and school community promote and sustain student well-being and positive student behaviour in a safe and healthy learning environment.	President, Ac. Policies
Objective #3	The teaching and learning environment is inclusive and reflects individual student strengths, needs and learning preferences.	President, Ac. Policies
	Students are partners in conversations about school improvement.	President, Ac. Policies
Objective #4	A clear emphasis on high levels of achievement in literacy and numeracy is evident throughout the school.	President, Ac. Policies
	Teaching and learning incorporates 21 st century content, global perspectives, learning skills, resources and technologies.	President, Ac. Policies
Objective #5	Programs, pathways, and career planning meet the learning needs and interests of all students.	President, Ac. Policies
	To develop a Student Success Program to provide additional motivation and accountability for students who are struggling academically.	President, Ac. Policies
Objective #6	Students, parents and community members are engaged and welcomed as respected, valued partners.	President, Ac. Policies
	The school and community build partnerships to enhance learning opportunities for students.	Campus Ministries
Objective #7	Improve and expand the wireless internet access so that internet can be accessed anywhere on campus.	Computer Committee
	Develop plans for the creation and implementation of a student laptop/tablet program.	President, Ac. Policies

Strategic Initiative #3

CAMPUS LIFE

To provide a safe, comfortable and healthy living environment to support the students in their academic and student life.

Objectives:

1. To provide a safe, family environment that will support students in their spiritual, mental and social development.
2. To provide balanced nutritious meals that will support students in their mental and physical growth.
3. To provide a variety of activities that will support students in their spiritual, social and physical growth.
4. To provide a variety of relevant vocational opportunities that will support students in their mental and physical growth.



Action Plan (Highlights):

	Action Plan	Person(s) Responsible
Objective #1	To provide a dedicated study hall time.	Deans
	To create a survey to assess dormitory life and evaluate its success in supporting students in their spiritual, mental and social development.	Deans
	To develop a new student integration program.	Deans
Objective #2	To develop a monthly menu to ensure a balanced variety of nutritious meals.	Food Services
	To create a survey to assess the cafeteria and evaluate its success in supporting students in their mental and physical growth.	Cafeteria Committee
	To create a school food and beverage policy which meets/exceeds the Ontario Ministry of Education recommendations.	Cafeteria Committee
Objective #3	To provide a variety of activities through our Saturday night entertainment program and/or Student Association events.	SA, Saturday Night Entertainment Committee
	To increase the involvement of the Student Association in the planning of and engagement in student-related activities.	Admin, SA
	To develop a varsity sports program.	PE Teacher
	To create a survey to assess student activities and evaluate its success in supporting students in their spiritual, social and physical growth.	SA
Objective #4	To develop a Student Success Program to provide additional motivation and accountability for students who are struggling to develop good work habits.	Admin

Strategic Initiative #4

ENROLMENT

To increase student enrolment in order to sustain the financial operations of the school.

Objectives:

1. To develop a plan that will focus on recruiting affiliate students, non-affiliate students, and international students.
2. To develop a plan that will focus on increasing student retention.
3. To improve and streamline the admissions process.
4. To establish innovative marketing strategies to help promote Kingsway College.



Action Plan (Highlights):

	Action Plan	Person(s) Responsible
Objective #1	Attend teen and/or family camps at Camp Frenda and explore other opportunities with camps within eastern Canada and north-eastern United States.	Enrolment
	Develop the Independent Recruiters for Kingsway (IRKs) program to have a minimum of 3 IRKs in Ontario and 1 in each of the eastern provinces.	Enrolment
	Visit local private elementary Christian schools in the Durham Region at least once a year.	Enrolment
	To expand our number of international recruiting agents in both our current market and in new markets.	Enrolment
	To explore the concept of ESL camps or other ESL opportunities	Enrolment
Objective #2	Create and administer an exit "Student Satisfaction Survey" to identify possible areas of improvement.	Enrolment
	Create and administer a "Parent Satisfaction Survey" to identify possible areas of improvement.	Enrolment
	Develop an "Orientation" DVD for new students to be included in application packets and on the website.	Enrolment
Objective #3	Increase the percentage of re-applications completed by April 30 of each year.	Enrolment
	Create a new Recommendation Form to be filled out by Principal/Vice Principal of applicant's previous school to replace current forms.	Enrolment
	Include a "How did you hear about Kingsway" question in the application process.	Enrolment
Objective #4	Create a promotional DVD every 3 years or less.	Enrolment
	Implement a branding strategy for all official school documents, publications, and websites.	Admin
	Upgrade our website (make it more interactive, a central location for news and updates on campus, provide live streaming video of worship services).	Enrolment, Development

Strategic Initiative #5

DEVELOPMENT

To inspire involvement and investment in Kingsway by establishing a solid infrastructure to build and nurture relationships, coordinate fundraising activities, and collaborate with our constituents at large.

Objectives:

1. To provide a vital alumni relations program by informing, engaging and involving alumni in the Kingsway family.
2. Continually improve organizational and board support, commitment and appropriate involvement in fundraising.
3. To further develop Kingsway's fundraising program to improve its efficiency and effectiveness in order to grow donations, while ensuring accountability and donor trust.
4. Create a donor acknowledgement and recognition system.
5. To increase the number of advocates and volunteers.
6. Maintain and further develop the alumni and donor database.



Action Plan (Highlights):

	Action Plan	Person(s) Responsible
Objective #1	Develop a yearly alumni events plan with the purpose of increasing alumni involvement on campus.	Alumni Relations
	To enhance alumni weekend activities to engage alumni and create increased involvement and relevance.	Alumni Association
Objective #2	Create a development committee which is one of the standing committees of the board and include non-board members for greater diversity and capability for work.	Board, Admin
	Identify ways in which board members can, according to their skills and talents, engage in fundraising for Kingsway.	Development
Objective #3	To grow a sustainable worthy student program (i.e. fund dinner, 12 ³ program, student work sponsorship program, corporate scholarship program, annual SDACC offering).	Development
	To grow a capital program to help fund the capital needs on campus (committee of 100 – local and alumni chapters, major and minor projects, alumni weekend).	Development
	Apply for the MAP program through PSI.	Development
	Identify possible corporate donors through our staff, alumni and community network.	Development
Objective #4	Thank donors with 24-48 hours of receiving a donation.	Development
	Be sure donors know that their money is being used as expected and promised.	Development
Objective #5	Establish a volunteer program at Kingsway which includes training.	Development
Objective #6	Determine if the current database is adequate, depending on the fundraising plan (e.g., adequate reporting potential, donor records and tickler files).	Development
	Establish a communication system for the volunteer program.	Development

Strategic Initiative #6

PLANT MANAGEMENT

To enhance the school's physical plant and grounds to provide a safe, attractive, and functional environment in which to learn and live.

Objectives:

1. To improve the physical plant and grounds through the upgrading of plant assets.
2. To improve the physical plant and grounds through an ongoing maintenance program.
3. To improve the physical plant and grounds through the addition of new plant assets.



Action Plan (Highlights):

	Action Plan	Person(s) Responsible
Objective #1	To install A/C in the girls dorm and Leland hall.	VP Finance, Maintenance
	To renovate the Science labs.	VP Finance, Maintenance
	To renovate the kitchen in the Family Studies building for Foods class.	VP Finance, Maintenance
Objective #2	Fund depreciation in the capital and rental funds through revenues generated in the respective funds.	VP Finance
Objective #3	To build an outdoor chapel on old campus.	President, VP Finance
	To upgrade our athletic field (including outdoor lighting, running track, etc.).	President, VP Finance
	To build a proper outdoor basketball court and ice hockey rink.	President, VP Finance

Strategic Initiative #7

ADMINISTRATION

To develop a working and learning environment where employees are engaged, supported and inspired to achieve excellence.

Objectives:

1. To hire and retain quality Seventh-day Adventist faculty.
2. Develop a strategy to address staffing needs.
3. To strengthen policies and practices to ensure that Kingsway is operating under best practice guidelines.



Action Plan (Highlights):

	Action Plan	Person(s) Responsible
Objective #1	Complete a careful interview process with prospective faculty.	President
	Develop a plan to recognize excellence in the faculty/staff.	President, Ac. Policies
	Regularly provide in-house or external opportunities for professional development.	President
	Require faculty to be members of professional organizations related to their field.	President
Objective #2	Hire a Director of Development and Alumni Relations.	Admin
	Hire a full time IT director.	Admin
	Free the chaplain from teaching two Religion classes allowing more time to provide guidance counseling and Bible studies.	Admin
Objective #3	Develop an Emergency Response Program that outlines all procedures to follow in case of various emergencies that might arise.	Admin
	Complete a Joint Health & Safety Needs analysis.	Admin
	Create a facility rental policy and all related forms.	Admin
	Create a social media policy.	Admin

Strategic Initiative #8

FINANCE

To establish a sound financial structure that ensures self-sufficiency and sustainable growth.

Objectives:

1. To develop a financial plan which will provide the needed funding for operations, resulting in a balanced operating budget.
2. Provide the needed resources in the capital and rental funds to ensure our ability to maintain and improve our assets.
3. Explore opportunities that will provide supplemental income for Kingsway College.



Action Plan (Highlights):

	Action Plan	Person(s) Responsible
Objective #1	Review all rental properties to ensure they are approximating market rates.	Admin
	To continue to evaluate programming and course offerings in order to provide those that are in demand in the most effective and efficient way.	Admin
	To explore the most effective ways of utilizing our buildings on campus to maximize usefulness and minimize cost.	Admin
	To review the fee structure annually, using the Consumer Price index for the local area as a basis for any increase, to keep pace with expenses.	Admin
Objective #2	Explore creative ways of utilizing and developing our capital resources in order to keep the cost of Kingsway education affordable.	Admin
	Strategically reinvest resources into rejuvenating the campus, buildings, equipment, and classrooms.	Admin
Objective #3	Explore obtaining a FIT contract with the Ontario Power corporation to supply solar energy.	Admin
	Explore ESL summer camp options.	Admin

“He who co-operates with the divine purpose in imparting to the youth a knowledge of God, and molding the character into harmony with His, does a high and noble work. As he awakens a desire to reach God’s ideal, he presents an education that is as high as heaven and as broad as the universe; an education that cannot be completed in this life, but that will be continued in the life to come; an education that secures to the successful student his passport from the preparatory school of earth to the higher grade, the school above.”

- E. G. White, *Education*, p. 19



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