

**Charger Vision 2028**  
**Mission/Visions/Objectives**  
**Illinois Lutheran Schools, Inc.**



Adopted by the ILS Board of Directors June 2018  
Approved by the ILS Delegate Assembly November 2020

# CHARGER VISION 2028

## Illinois Lutheran Schools, Inc.

*“Excellence in Education”*

**Rationale:** The purpose of this document is to make clear to the Illinois Lutheran Schools stakeholders (parents, students, teachers, support staff, congregation, and community) the mission of the school and the means by which the school looks to achieve its mission. The visions give the school community a broad picture of the federation’s expectations for its school ministry. Several measurable objectives have been created to help put the school on a path to achieving its stated mission and visions. They provide a tool for evaluation of the ministry in the coming years.

### School Mission

Illinois Lutheran provides a quality, Christian education to students of the Church and the community and the world by nurturing and reaching souls for time and eternity.

*John 17:2-3 For you granted him authority over all people that he might give eternal life to all those you have given him. Now this is eternal life: that they know you, the only true God, and Jesus Christ, whom you have sent.*

*Ephesians 2:10 For we are God’s handiwork, created in Christ Jesus to do good works, which God prepared in advance for us to do.*

*Matthew 28:19,20 – “Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.”*

### School Values

**Core Values** are the things that we care about the most and guide us as an institution.

- Illinois Lutheran is **Christ-Centered**.
  - Every aspect of our school system including academics, fine arts, co-curriculars, leadership, and others revolve around Christ and the salvation He provides for all people.
- Illinois Lutheran exhibits a **loving family culture**.
  - Illinois Lutheran embodies what it means to be a loving family in which we respect one another, treat each other with kindness and compassion, and love one another as Christ has loved us.
- Illinois Lutheran maintains a **safe and nurturing environment**.
  - Illinois Lutheran maintains an atmosphere of safety where efforts are made to ensure students are secure from physical and emotional harm.

- Illinois Lutheran is a nurturing environment in which students are given the opportunity to grow in academics, co-curriculars, maturity, personal relationships and faith.
- Illinois Lutheran provides **academic excellence**.
  - The curriculum at Illinois Lutheran is rigorous but fair. It meets students where they are at but also encourages them to strive for excellence through the gifts God has given them.
- Illinois Lutheran has **caring and qualified teachers and staff**.
  - Teachers and staff at Illinois Lutheran care deeply about the physical, emotional, relational, and spiritual health of our students and are committed to enhancing their abilities to fulfill our mission.

**Desired Values** are the values that we will strive to obtain in the future.

- Illinois Lutheran desires to inspire an active faith life in students, parents, and other stakeholders.
- Illinois Lutheran desires to inspire students to become servant leaders during their school years and throughout their adult lives.
- Illinois Lutheran desires to increase student and parent involvement in our churches, communities, and school.
- Illinois Lutheran desires to create an atmosphere that is student focused in which we can meet the needs of all our students.
- Illinois Lutheran desires to create an atmosphere of accountability in which we hold ourselves accountable to each other, our mission, and our God.

## **Charger Vision 2028**

**10 – Year Target** – this is the long-term goal that everyone will be working toward and with God’s blessings will be accomplished by 2028.

- *Illinois Lutheran is a vibrant and sustainable ministry and an innovative leader in academics and co-curricular activities built around a growing family of believers who continually live their faith in words and actions.*
  - Illinois Lutheran is a vibrant Lutheran school that...
    - Is financially sustainable
    - Provides an innovative curriculum that meets students’ needs
    - Provides a diverse array of co-curriculars including athletics, academic clubs, and fine arts
    - Is expanding God’s kingdom by growing our family of believers and actively reaching out into our community and the world
    - Encourages one another by displaying our faith in our words and actions.

**5 – Year Vision Statements** – these succinct statements provide a picture of what we are working to accomplish.

- **Curriculum** – Illinois Lutheran provides a curriculum that meets students where they are at by addressing their learning needs and providing for the requirements of a 21st century learner.
- **Facilities** – Illinois Lutheran has an enhanced facility that meets the needs of our students, provides a safe learning environment, is large enough to meet enrollment needs, and enhances the programs we offer. Buildings are regularly maintained and assessed to facilitate the mission.
- **Enrollment** – Illinois Lutheran maintains a PreK-12 enrollment of 500 students including residential students who reside on campus or with a host family.
- **Outreach** – Illinois Lutheran actively participates in the community by being involved in community events, hosting community events, and offering classes to the community.
- **Staffing** – Illinois Lutheran maintains a faculty and staff that adequately meets the needs of our students, parents, and the school system in general.
  - Learning coordinator
  - Business Manager
- **Sustainability** – Illinois Lutheran is a sustainable ministry with a variety of funding sources.
- **Tuition Assistance** – Illinois Lutheran furthers its mission by providing a variety of opportunities for families to reduce the cost of tuition.
- **Recruitment** – Illinois Lutheran has an active recruitment team that utilizes a variety of means to market Illinois Lutheran and reach more students.
- **Co-Curriculars** – Illinois Lutheran has significant student and parental involvement in a diverse offering of co-curriculars including athletics, academic clubs, and fine arts.

**3 – Year Core Strategic Priorities** – Academics, facilities, and enrollment are the key priorities in which all areas of the school system, including students, faculty and staff, leaders, and parents will focus on for the next 3 years. We will work to complete our strategic priorities simultaneously as each are interconnected to one another. They will bring us closer to realizing our 10-year target.

*1<sup>st</sup> Strategic Priority and Measurable Goal(s)*

Priority: Enhanced buildings and facilities

Goal(s): Completely renovated/new grade school facility, JH/HS classroom addition, and potentially a new gym and permanent living structure for resident students at the high school

- Continued evaluation of current and future needs
- Contract an architect for plans and costs
- Present building enhancement plans to delegates and congregations
- Capital fundraising campaign
  - Private and corporate donors
- Finance plan to pay for balance after capital campaign

- Break ground on grade school by the 2020-2021 school-year
- Complete and begin using new grade school by 2021-2022 school year

2<sup>nd</sup> Strategic Priority and Measurable Goal(s)

Priority: Increase student enrollment

Goal(s): Increase Pre-K-12 enrollment to 400 students by 2021.

- Enhance facilities to accommodate larger student body
- Actively recruit students from surrounding area
- Expand our capabilities to house international students and weekly resident students
- Continually evaluate and expand academic offerings
- Continually evaluate and expand our co-curricular offerings
- Continually evaluate and expand our fine arts programs
- Increase tuition assistance
- Strive to maintain a competitive tuition
- Add staff as needed to reach students who may struggle academically and provide opportunities for students with diverse gifts

3<sup>rd</sup> Strategic Priority and Measurable Goal(s)

Priority: Early Childhood Program

Goal(s): Expand Early Childhood and after-school care opportunities by enhancing the facility and growing enrollment to 50 students by 2021

- Enhance building to accommodate increased ECC capabilities
- Enhance building to accommodate increased ECC enrollment
- Add staff to accommodate increased ECC enrollment
- Add ECC Director to accommodate ECC growth
- Continually seeks ways to set our ECC program apart from others in the area
- Develop a curriculum that is appropriate and includes instruction and childcare

**1 – Year Plan** – these are the goals we hope to accomplish within the next year and will bring us closer to accomplishing our 3-year core strategic priorities.

- Develop a master site plan for Illinois Lutheran Schools
- Develop a plan for building phases for construction
- Develop a presentation for the co-council and delegate meetings
- Work with the architect to develop concept drawings
- Work with Mission Advancement to set new schedule for interviews and ongoing mission development
- Work with Mission Advancement to Develop a Capital Campaign
- Work with Excel Engineering to estimate costs for Elementary building renovations
- Work with local contractors to obtain bids for offsite, foundation, parking, and misc. building expenses

- Work with the city to determine regulations governing building projects
- Work with MAP to complete financial feasibility study
- Develop a financial plan for the building project
- Create a ministry job description for a school wide learning coordinator
- Prepare a budget and schedule for the learning coordinator
- Call or hire a learning coordinator
- Create uniform grade/course descriptions and objectives for publication
- Teachers will develop and promote at least one activity that meets the needs of 21<sup>st</sup>-century learners, which includes collaboration, critical thinking, creativity, and adaptation
- Provide students with opportunities for organized outreach (mission trips)
- Intentionally target students gifted for ministry
- Intensify MLC visibility via speakers, college reps and promotional materials
- Implement a faculty-student adoption program
- Determine social skill needs and coping skill needs of our students/families and develop strategies to assist
- Annually implement a faculty satisfaction survey
- Develop strategies to bridge gaps between PreK-Kindergarten, 6<sup>th</sup> and 7<sup>th</sup> grades, and 8<sup>th</sup> and 9<sup>th</sup> grades for the purpose of student retention
- Increase opportunities to serve the community through volunteer work with Student Council and by identifying student gifts/interests in where they would like to serve

## Objectives

In order to achieve the visions and the mission established by Illinois Lutheran Schools, the measurable objectives have been aligned with our visions help evaluate progress. Note: Not all of these objectives need to be met in order for us to achieve our visions and fulfill our mission. However, we ask that God bless all of these efforts and their outcomes for the good of his kingdom.

**Vision #1 – Curriculum** – Illinois Lutheran provides a curriculum that meets students where they are at by addressing their learning needs and providing for the requirements of a 21st century learner.

Measurable Objective	Responsible Person(s)	Completion Date	Cost
1. Create a ministry job description and schedule for a school wide learning coordinator.	Principals, Academic Dean, Academic Committee	2019-2020 School Year	\$0
2. Develop a system-wide curriculum that meets the needs of the 21 <sup>st</sup> century learner which includes collaboration, critical thinking, creativity, and communication	Academic Committee	2019-2020 School Year	\$0

3. Teachers will develop and promote at least one activity that meets the needs of 21 <sup>st</sup> -century learners, which includes collaboration, critical thinking, creativity, and adaptation	Academic Committee, Teaching Staff	2019-2020 School Year	Various
4. Create uniform course/grade descriptions and objectives for publication	Academic Committee, Grade School Principal	2019-2020 School Year	\$0
5. Intensify MLC visibility via speakers, college reps and promotional materials	Academic Committee, Spiritual Life Dean	2019-2020 School Year	Various
6. Determine social skill needs and coping skill needs of our students/families and develop strategies to assist	Spiritual Life Dean, Dean of Student Life, Wellness Committee	2019-2020 School Year	Various
7. Continually evaluate and expand academic offerings	Academic Committee	Ongoing	Various
8. Continually evaluate and expand our fine arts programs	Academic Committee	Ongoing	Various
9. Develop a PreK curriculum that is appropriate and includes instruction and childcare	Academic Committee, PreK Teachers	2021-2022 School Year	\$0

**Vision #2 – Facilities** – Illinois Lutheran has an enhanced facility that meets the needs of our students, provides a safe learning environment, is large enough to meet enrollment needs, and enhances the programs we offer. Buildings are regularly maintained and assessed to facilitate the mission.

Measurable Objective	Responsible Person(s)	Completion Date	Cost
1. Develop a master site plan for Illinois Lutheran Schools	Facilities and Maintenance Committee, Building Committee	Fall 2019	Various
2. Develop a plan for building phases for construction	Facilities and Maintenance Committee,	Fall-Winter 2019-2020	Various

	Building Committee		
3. Develop a presentation for the co-council and delegate meetings	Executive Director, Principals, Executive Committee	Fall 2020	\$0
4. Work with an architect to develop concept drawings	Building Committee	Fall 2020	\$0
5. Create a finance plan to pay for balance after capital campaign	Executive Director, Executive Committee, Finance Committee	2021-2022 School Year	\$0
6. Work with local contractors to obtain bids for offsite, foundation, parking, and misc. building expenses	Building Committee, Facilities and Maintenance Committee	Fall 2020	Various
7. Work with the city to determine regulations governing building projects	Building Committee, Facilities and Maintenance Committee	Fall-Winter 2020-2021	Various
8. Begin construction on grade school	Building Committee, Facilities and Maintenance Committee	Summer 2021	\$700,000 - \$1.2M
9. Enhance facilities to accommodate larger Early Childhood enrollment	Building Committee, Facilities and Maintenance Committee	Summer 2022	\$1M-\$2M

**Vision #3 – Enrollment** – Illinois Lutheran maintains a PreK-12 enrollment of 500 students including residential students who reside on campus or with a host family.

Measurable Objective	Responsible Person(s)	Completion Date	Cost
1. Add a learning coordinator who can assist struggling learners	Principal, Academic	2019-2020 School Year	\$30,000-\$40,000

	Dean, Academic Committee		
2. Increase tuition assistance	Executive Director, Board of Directors	2021-2022 School Year	Various
3. Expand our capabilities to house international students and weekly resident students	Recruitment Director, Executive Director	2021-2022 School Year	Various
4. Continually seeks ways to set our ECC program apart from others in the area	PreK Teachers, Elementary Principal	Ongoing	\$0 – varies based on resources needed.

**Vision #4 – Outreach** – Illinois Lutheran actively participates in the community by being involved in community events, hosting community events, and offering classes to the community.

Measurable Objective	Responsible Person(s)	Completion Date	Cost
1. Provide students with opportunities for organized outreach (mission trips)	Spiritual Life Dean, Dean of Student Life	2019-2020 School Year	\$2,000 - \$5,000
2. Intentionally target students gifted for ministry	Spiritual Life Dean, Dean of Student Life	2019-2020 School Year	\$0

**Vision #5 – Staffing** – Illinois Lutheran maintains a faculty and staff that adequately meets the needs of our students, parents, and the school system in general.

Measurable Objective	Responsible Person(s)	Completion Date	Cost
1. Call a school wide learning coordinator	Board of Directors	2019-2020 School Year	\$30,000- \$40,000
2. Annually implement a faculty satisfaction survey	Wellness Committee	Ongoing	\$0
2. Add staff to accommodate increased ECC enrollment	Board of Directors	2021-2022 School Year	Various

3. Add ECC Director Position to accommodate ECC growth	Board of Directors	2021-2022 School Year	\$5,000-\$70,000
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**Vision #6 – Sustainability** – Illinois Lutheran is a sustainable ministry with a variety of funding sources.

Measurable Objective	Responsible Person(s)	Completion Date	Cost
1. Increase alumni involvement by creating a comprehensive database of alumni	Executive Director	2019-2020 School Year	\$0
2. Develop and launch a capital fundraising campaign	Executive Director, Mission Advancement Committee	2019-2020 School Year	\$150,000
3. Work with Mission Advancement to set new schedule for interviews and ongoing mission development	Executive Director, Board of Directors	Spring 2020	\$0
3. Prepare a budget for calling a school wide learning coordinator	High School Principal, Academic Committee	2019-2020 School Year	\$0
3. Strive to maintain a competitive tuition	Executive Director, Mission Advancement Committee	2021-2022 School Year	Various

**Vision #7 – Tuition Assistance** – Illinois Lutheran furthers its mission by providing a variety of opportunities for families to reduce the cost of tuition.

Measurable Objective	Responsible Person(s)	Completion Date	Cost
1. Increase tuition assistance	Executive Director, Mission	2019-2020 School Year	Various

	Advancement Committee		
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**Vision #8 – Recruitment** – Illinois Lutheran has an active recruitment team that utilizes a variety of means to market Illinois Lutheran and reach more students.

Measurable Objective	Responsible Person(s)	Completion Date	Cost
1. Implement a faculty-student adoption program	Recruitment Director, Dean of Student Life	2019-2020 School Year	\$0
2. Develop strategies to bridge gaps between PreK-Kindergarten, 6 <sup>th</sup> and 7 <sup>th</sup> grades, and 8 <sup>th</sup> and 9 <sup>th</sup> grades for the purpose of student retention	Recruitment Director, Public Relations Committee	2019-2020 School Year	Various
2. Increase recruitment efforts by being active in the community, churches, and beyond	Recruitment Director, Executive Director	Ongoing	\$0

**Vision #9 – Co-Curriculars** – Illinois Lutheran has significant student and parental involvement in a diverse offering of co-curriculars including athletics, academic clubs, and fine arts.

Measurable Objective	Responsible Person(s)	Completion Date	Cost
1. Continually evaluate and expand our co-curricular offerings	Co-curricular Committee	Ongoing	Various
2. Complete a review of the co-curricular budget	Activities Director, Finance Committee	Winter 2021	\$0

## Review of the Charger Vision

An annual review of the mission, visions, and objectives will be held each summer. The Illinois Lutheran School Board of Directors will conduct the initial review and send recommendation to the delegates. The delegates will then review and propose changes as needed.