

**Landmark Christian School
2010 to 2014 Long Range Plan
Updated January 24, 2012**

Introduction

Purpose

Provide high-level direction to the leadership of LCS in support of the mission and to accomplish the vision and 10-year goals. Act as communication tool to cultivate partners in the mission.

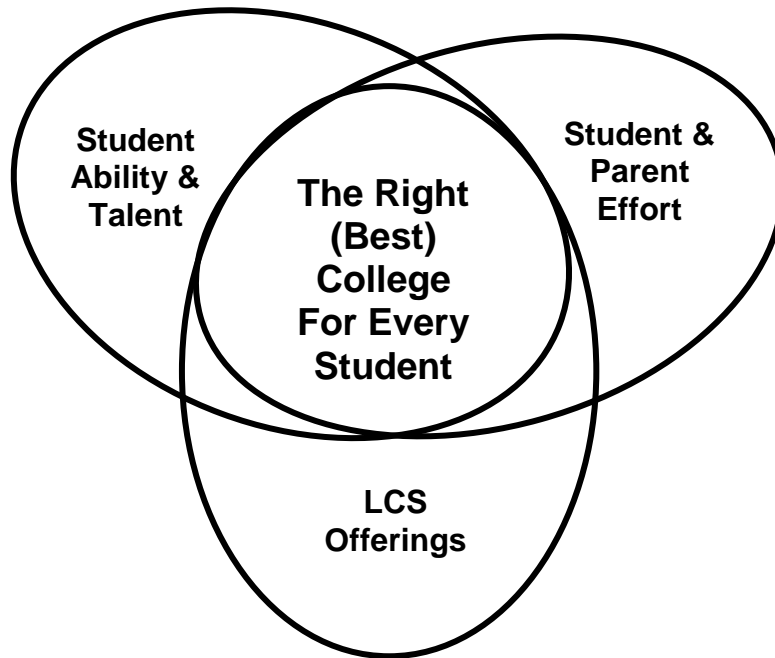
Vision

Every student prepared to impact the world for Jesus Christ.

Mission

Landmark Christian School seeks to honor Jesus Christ by equipping college-bound students to become life long-servant leaders in their communities and in the world. We partner with Christian families to pursue and nurture excellence in the spiritual, academic, artistic, physical and social growth of our students. We offer a comprehensive, academically rigorous K4-12 education with a non-denominational, Christ-centered worldview.

How does Landmark Christian School define “college-bound”?



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Landmark Core Values

To apply God's truth in our daily lives is our ultimate goal.

It is our desire to learn God's truth and be transformed by it on a daily basis. We know this will occur only as we apply His truth moment by moment, empowered by His Holy Spirit. **James 1:22**

A passion for excellence will be evident in all we do.

Jesus gave His best for us; our lives will be gifts back to Him. We will demonstrate a passion for excellence in our relationship with Christ, in our relationships with each other, in academics, in athletics, in the arts, in our work ethic, and in every area of our lives. **Colossians 3:23**

To serve others is a choice we make every day.

Jesus modeled and commanded that we serve one another. As we serve others, we not only minister to them, our hearts grow as well. A heart willing to serve is a pre-requisite for being a true servant leader. **Matthew 20:26**

We will embrace diversity and value every student.

We are all created in God's image. We can only grow and develop to our full potential as we learn from and love people who are not like us. **Galatians 3:28**

We will build a community of love & grace.

As recipients of God's grace, we will show grace to others. This will manifest itself in countless ways including kindness, encouragement, forgiveness, and love for those we come in contact with every day. **John 13:34-35**

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Long Range Goal

Landmark Christian School will seek God and His plans as it strives continually to improve its standing as a premier Christian school in Atlanta.

How will we get there?

Five strategic initiatives:

1. Continually renew ourselves as a Christian school in essence
2. Promote excellence in every area of school life
3. Focus on the development of the whole student - physical, academic, artistic, spiritual, and social
4. Raise up the next generation of servant-leaders
5. Continually develop and empower a world-class team

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Program Offering Vision

We believe that to adequately prepare each student to impact the world for Jesus Christ, we must attend to the needs of the whole student – spiritually, academically, artistically, physically, and socially with a heart for servant leadership. Additionally, we encourage every student to participate in co-curricular activities.

We understand that each student is uniquely created in the image of God and is therefore to be treated as an individual. This practically means that we seek to meet each student’s individual needs, which mandates that our classrooms should offer dynamic, flexible, energizing environments that will meet the needs of the average, the above average, and the gifted student.

Spiritual

1. Apply God’s truth in our daily lives is our ultimate goal
2. Become a school that is a loving, caring, compassionate place that is grace-filled and Christ-like in all it does
3. Expose every student to the Gospel of Jesus Christ through the classroom, chapels, and special events.
4. Continue emphasizing and teaching from a distinctively Biblical worldview.
5. Model Christ-like behavior in every faculty, staff and administrator.

Academic

1. Offer multi-track curriculum of Advanced Placement, Honors, and College-prep
2. Continue to expand our academic offerings (AP, Honors, electives)
3. Participate in academic competitions (debate, spelling, etc.)
4. Expand opportunities for students to participate in academic clubs and activities
5. Focus on our ability to differentiate instruction in order to meet the needs of every student.
6. Maintain appropriate class sizes that maximize the effectiveness of our instructional program. Typically, that means classes of 18 students in grades K4 through 1st and 22 students in grades 2nd through 12th
7. Utilize paraprofessionals in elementary classrooms to assist and support the classroom teacher.
8. Improve college/career guidance offered to families.

Artistic

1. Continue tradition of excellence in Fine Arts and increase participation.
2. Produce a fall and spring theatrical productions that include opportunities for all students.
3. Promote and support efforts to participate in All-State choir and band.

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Physical

1. Continue our tradition of excellence in our athletic programs.
2. Improve overall physical fitness of our student body.
3. Continue to improve the offerings of the cafeteria.

Social

1. Build a community of love & grace.
2. Create an environment of inclusiveness among students.
3. Eliminate racial and socioeconomic barriers by focusing on our common identity in Jesus Christ.

Leadership

1. Continue to create a leadership culture at Landmark Christian School
2. Establish opportunities for students to fill leadership roles within the school
3. Continue to promote participation in, and expand offerings of the Landmark Leadership Academy
4. Establish the Landmark Leadership Academy as a nationally recognized model for the development of a leadership culture within Christian schools.

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Growth Strategy

Our growth plan is to:

1. Recruit the best faculty possible.
2. Offer a unique, complete and balanced program
3. Attract and admit families committed to the vision and mission
4. Provide attractive, safe, functional facilities

If we are able to accomplish these four things with excellence, we project a conservative but healthy growth rate as shown in Appendix A.

Satellite Strategy

A strong pool of elementary students will provide long-term stability and ensure a healthy future. In order to create this pool, LCS will implement a strategy that will establish satellite elementary schools in strategic locations that will serve as feeder schools to the middle and high schools at Fairburn. This strategy was implemented for the following reasons:

1. To increase the breadth of our reach – We were experiencing a declining enrollment at the same time we were trying to attract better teachers and increased their pay. We needed a way to grow the school in a healthy way.
2. To offer convenience – With increasing traffic, many families desired a lower school closer to home.
3. To ensure a balanced school (ethnically, socioeconomic, denominations, geographic). Our goal is to have a school representative of the makeup of churches in our area.

Our desire is to open additional satellite campuses in Newnan and Douglasville depending on demand and funding.

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Facilities

Our facilities exist to support the programs at LCS as it seeks to accomplish its mission and vision. We will maintain a passion for excellence in our facilities, so that our space will enhance our program offerings, student comfort, and aesthetic appeal.

Fairburn Campus:

Landmark's main campus will continue to be the downtown Fairburn location because:

1. We have made a substantial investment in our current land and buildings
2. Strategic geographic location (convenient to southwest metro Atlanta)
3. Access to I-85
4. We have a strong relationship with Fairburn municipal government

The current occupied space at our Fairburn facility will support elementary, middle and high schools up to an enrollment of 263, 198 and 320, respectively, for a total enrollment capacity at Fairburn of 781. Based on our current, 5-year enrollment projections, we do not expect to need additional classroom space at the Fairburn campus during the next 7-10 years. However, we do expect the need for additional classroom space by the year 2020.

There is an immediate need to remodel and renovate our existing space to meet the programmatic expectations of current and prospective Landmark families. Through a facilities planning process that involved Landmark Christian School board members, parents and administrators, a 20-Year Master Campus Development Plan has been created (see Appendix B).

Phase I priorities include the renovation of space and technology improvements. These improvements include:

1. Classroom and hallway renovations
2. Technology improvements
3. Campus and facility improvements
4. Athletic fields and gymnasium improvements
5. Enhanced security

Phase II priorities include the complete renovation of the historic Fairburn Elementary School campus, creation of additional field space at our Garwood facility, creation of a recognizable campus entry point, and the linkage of our contiguous campus with a parkway. These additions and improvements would provide:

1. A self contained elementary campus in Fairburn
2. Additional classroom space for middle and high school with the relocation of the elementary to the newly renovated space
3. A contiguous campus "feel" that reaches from Thorn Stadium through the elementary campus to the Garwood athletic facility

Phase III priorities include the need for additional gym space and a student activity center at the Fairburn campus and commensurate parking. We see an opportunity to create a feature at Fairburn that will serve to attract families to the school. Such a structure would provide:

1. A gathering place for students and parents will create a sense of community among the LCS family
2. Learning labs to support tutoring and homework

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3. Gymnasium
4. Locker rooms
5. Office space for coaches
6. Weight room
7. Wrestling room
8. Parking space

Phase IV priorities include the construction of a Fine Arts facility and continued overall campus improvements. Such a structure would provide:

1. Auditorium space
2. Fine Arts classroom space
3. Administrative office space
4. Parking space

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Peachtree City Campus:

Landmark has a long-term lease with Southside Church in PTC to support our first satellite location and offers grades K4 through 5th grade. Peachtree City is part of Landmark's satellite growth strategy, appealing to families in other communities who, because of geography, might not otherwise be able to experience Landmark.

Satellite Campuses:

Recognizing the prohibitive cost of purchasing and/or building a fully functioning elementary campus, we expect future satellite locations will be leased as needed. It is our desire to seek out mission aligned churches that have excess space and/or are willing to lease space to LCS in order to allow the establishment of a satellite location. A decision to purchase and/or build a facility will be made depending on fundraising efforts and success of the campus.

Capital Funding Strategy:

All capital projects will be funded by through charitable giving and not tuition dollars.

Financial Plan:

The school is committed to operating under conservative business practices. It is the desire of the leadership for operations to be fully funded by tuition and fees leaving charitable giving to fund financial aid, resources for teachers and students, facility improvements and endowment. The school is currently in a fundraising campaign, Campaign Impact, which will fund the Phase I initiatives as outlined previously. Refer to Appendix C for the 5-year Financial Pro-Forma

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Target Faculty Profile

Landmark Christian School will recruit outstanding teachers:

1. who are personally committed, loyal, and demonstrates an understanding of the vision, mission, core values, strategies, and graduate profile of the school.
2. that model Christian values, routinely sharing and modeling their personal testimony while pursuing the best reputation for integrity, spiritual leadership, unity, ministry and grace at school, in a Christian church, at home and in the community.
3. who are credentialed, well-qualified professionals, who inspire students to greatness with a passion for learning, and use innovative and creative methods.
4. who genuinely love students, appreciating their unique God-given gifts and learning styles, holding them accountable to high standards, and challenging them to think.
5. who are effective communicators with students, parents, and peers, building relationships of trust and consistency.
6. who are honest, refrain from gossip, and to have a bridled tongue.
7. who create and contribute to a culture where academic, artistic and athletic achievement is esteemed.
8. who demonstrate the utmost in manners and respect, and to carefully measure the long-term effects of actions, words, deeds, and discipline on each student or colleague.
9. who fuse the biblical worldview with every subject matter, using a variety of methods without compromising the Truth of God's Word.
10. who maintain a safe and orderly classroom, applying discipline in a reasonable consistent manner.
11. who are prepared each day, responding to unforeseen challenges or situations with the proper attitude and action.
12. who respect the diversity of students, including their race, denominational persuasion, ethnicity and socio-economic status.
13. who are able to differentiate their instructional techniques to meet the learning needs of all students.

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The Target Graduate of Landmark Christian School ...

1. is a committed Christ-like servant and leader in his or her family, church, community, college and adult life able to define, enhance and articulate his or her faith.
2. has a Christian worldview and understands his or her responsibility to lead a life that reflects Christian values and principles.
3. is equipped to deal with real-life situations as a person of faith, character and integrity demonstrating Christ-like love for everyone.
4. is prepared for higher education and life with a strong academic and spiritual foundation able to effectively impact the world for Jesus Christ.
5. is knowledgeable in the use of technology exhibiting superior skills in its applications.
6. is an effective verbal and written communicator applying critical thinking skills, and thoughtful problem solving in a confident, persuasive and respectful manner.
7. has identified and developed his or her intellectual, artistic, athletic gifts from God and is prepared to use them to His glory.
8. embodies good sportsmanship, teamwork, preparation, discipline, perseverance, and an excellent work-ethic.
9. has a thorough knowledge and understanding of the Bible, submits to accountability with fellow believers, and is able to apply its absolute truth in everyday life.
10. is committed to God's Truth as revealed in His Word and the lifelong pursuit of wisdom and knowledge.

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Appendix A

Enrollment Projection

Grade	'10-'11			'11-'12			'12-'13			'13-'14			'14-'15		
	Fairburn	PTCC	Total	Fairburn	PTCC	Total	Fairburn	PTCC	Total	Fairburn	PTCC	Total	Fairburn	PTCC	Total
K4	15	13	28	15	12	27	15	12	27	15	12	27	15	12	27
K5	29	17	46	30	18	48	30	18	48	30	20	50	30	22	52
1	32	32	64	32	24	56	35	24	59	35	26	61	35	26	61
2	41	27	68	32	30	62	32	30	62	36	26	62	34	26	60
3	39	21	60	40	24	64	34	28	62	32	28	60	36	26	62
4	45	21	66	40	20	60	42	22	64	34	28	62	32	28	60
5	42	16	58	44	20	64	42	20	62	40	20	60	34	26	60
6	67		67	66		66	64		64	66		66	66		66
7	56		56	66		66	64		64	64		64	66		66
8	68		68	56		56	64		64	64		64	64		64
9	59		59	68		68	57		57	64		64	66		66
10	50		50	58		58	66		66	57		57	64		64
11	50		50	50		50	56		56	64		64	57		57
12	52		52	50		50	50		50	54		54	60		60
Total	645	147	792	647	148	795	651	154	805	655	160	815	659	166	825

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Appendix B



Campus Development
20 year - Master Plan

PHASE CHART:
 ● Phase - I ● Phase - II
 ● Phase - III ● Phase - IV

SITE KEY:

- | | | | | | | | | | | | | | | |
|--|---------------------------------|--|---|------------------------------|--|--|---|--|-----------------------------------|---------------------------------|---|------------------------------|---------------------------------|---|
| 1 - Historic Main Campus
(Future High/ Middle School) | 2 - Thorn Stadium
(Existing) | 3 - Eagles Nest
(proposed multipurpose indoor sports) | 4 - Fine Arts/ Admin. Bldg.
(Future) | 5 - Campus Entry
(Future) | 6 - Commons Green & Lake
(Proposed) | 7 - Elementary School
(Future renovation) | 8 - Residential
(Future) (Existing Cross-Country Trails) | 9 - Faculty/ Staff Housing
(Future) | 10 - Baseball Field
(Existing) | 11 - Parking Area
(Existing) | 12 - Garwood Stadium
(existing multipurpose outdoor athletics) | 13 - Field House
(Future) | 14 - Entry Corridor
(Future) | 15 - Sports Park
(Future)
Cross-Country Trail
(Existing) |
|--|---------------------------------|--|---|------------------------------|--|--|---|--|-----------------------------------|---------------------------------|---|------------------------------|---------------------------------|---|

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Appendix C

5-Year Proforma Summary

		'10-'11	'11-'12	'12-'13	'13-'14	'14-'15
Enrollment	808	792	795	805	815	825
Revenue	\$7,868,597	\$7,731,026	\$8,176,059	\$8,716,297	\$9,195,330	\$9,768,538
Funding from Campaign Impact	\$0	\$166,000	\$175,500	\$183,000	\$190,500	\$190,500
Expenses	\$7,827,777	\$7,775,122	\$8,327,099	\$8,614,726	\$9,067,660	\$9,451,022
Excess Revenue over Expense	\$40,820	\$121,904	\$24,459	\$284,570	\$318,170	\$508,017