



Brainerd Baptist School 2017

“Expanding Minds, Preparing Hearts”



**Strategic
Plan**

Mission

Brainerd Baptist School is to provide a high quality, comprehensive academic program in a loving, Christian environment with the goal of developing children into positive, contributing influences in the community and the world.

Brainerd Baptist School desires to partner with parents to create a foundation upon which students expand their minds through creative and intellectual development and prepared their hearts for social and spiritual growth.

Brainerd Baptist School

Brainerd Baptist School enjoys and benefits from a close relationship with Brainerd Baptist Church, which founded BBS in 1953. While these close institutions share the campus, the school and the church are legally distinct entities. BBS is a designated 501c-3 with its own Board, endowment, budget, programs and operations. The school is a non-denominational Christian school that provides an academically challenging program for students in prekindergarten through 5th grade.

Since its inception, Brainerd Baptist School has prided itself on being one of the top elementary schools in Chattanooga. Our approach, along with our teachers and curriculum, not only prepares our students to be accepted at the best college preparatory schools in Chattanooga, it also ensures they excel once they get there. We work very closely with several middle/high schools to ensure that our students are given a strong foundation and are ready for the next step in their academic careers.

A Brief History

Eisenhower was president and Miller Bros. suits were selling for \$29.95 when Fonza Miller started canvassing the Brainerd area for youngsters to attend Brainerd Baptist Church Kindergarten. "I drove up and down the neighborhood, and at every house that had a tricycle or a swing set outside, I'd stop," said Ms. Barkley. For more than 30 years, she taught and directed the Baptist kindergarten, one of the few church-affiliated kindergartens in the Chattanooga area. The state had no public-school kindergartens in 1953.

In 1953, under the leadership of the pastor, Rev. Connie A Dabney, our kindergarten was organized under the guidance and direction of our dedicated director, Mrs. Fonza Miller. The kindergarten began in September 1953, with 53 children enrolled, including four and five year olds as well as a few three year olds and one 2 ½ year old. The kindergarten was

located in the Nursery Building, 2nd floor, and then moved to the ground floor (where it is now located). When Mrs. Miller retired, after having served 31 years as director, our kindergarten committee retired with her, leaving the leadership to Mrs. Mary Standard in 1985.

In early 1972, Brainerd Baptist Church established Brainerd Baptist School as a mission of the church. The school was established under the leadership of Dr. J. Ralph McIntyre, pastor of Brainerd Baptist Church. In August, the School Board announced the appointment of four teachers and the principal for the 1972-73 school year. Mrs. Lanier Cain was appointed principal and teacher of the fifth and sixth grades. The first School Board of Brainerd Baptist School was led by Mr. Glenn Stophel, Chairman; Mr. Bill Cambron, Vice Chairman; Mr. John Steinman, Ex Officio; Mrs. Shirley Downs, Miss Ruby Duncan, Mrs. Fonza Miller, Mr. Harold Ashworth, Mr. Clifton Ward, Mr. Don Bowman, Secretary; Mr. Norman Willie, Ex Officio; and Dr. J. Ralph McIntyre, Ex Officio.

The school began on September 5, 1972 and offered classes in grades 1 – 6. The school year began with an enrollment of approximately sixty students. Although grades 1 – 6 began in 1972, there was already a kindergarten program that had been in place since 1953. A few years later the school began adding grades to become a K-12 school and operated that way until 1989. Lack of high school enrollment forced the school to return to kindergarten through sixth grade, and the school continued that capacity until 1999.

In 1999, a strong demand from our families once again led Brainerd Baptist School to expand. In that year, BBS birthed what would become David Brainerd Christian School. The middle school was located in modular classrooms on the school's lower soccer field and consisted of 34 students in sixth and seventh grade. In 2000, a third building was added to house the eighth grade and enrollment grew to over 70 students. The Brainerd Baptist Middle School began to look for property to expand the school through twelfth grade. In the summer of 2001 property came available on Igou Gap Road and was purchased for the continued expansion of the middle and high school. On October 4th, 2001, David Brainerd Christian School was officially born and moved off the campus of Brainerd Baptist School. In their first year on the new campus, DBCS had grades six – nine. The school continued to add a grade each year, having their first graduating class in 2006. In the summer of 2009, low enrollment coupled with a struggling economy forced David Brainerd Christian School to close.

Currently, Brainerd Baptist School has approximately 300 students in pre-K3 through fifth grade. The school has been accredited by the Southern Association of Colleges and Schools since 1987. The school is also a member of the [National Association of Independent Schools](#), the [Southern Association of Independent Schools](#) and the [Tennessee Association of Independent Schools](#). In the fall of 2008, BBS became dually accredited by both SACS and SAIS.

Strategic Planning Process

The Board of Trustees hired Dr. Margaret 'Sissy' Wade, (a principal in Walker, Wade and Associates), to work with them to develop a strategic plan for the Board, which will direct their efforts for the next 3 to 5 years. The process will lead to the creation of a comprehensive strategic plan for the entire school community as part of the re-accreditation by the Southern Association of Independent Schools.

Dr. Wade's work consists of several pieces:

Each trustee completed a questionnaire that asked for perspective on the school's mission, strengths, weaknesses, opportunities, threats (SWOT) analysis, and questions on Board priorities.

Dr. Wade met with the trustees in an extended Board meeting on October 21, 2015 to share the trustee questionnaire results on mission and reaffirm the school's Mission while also exploring its Vision and Values.

A Board retreat was held on Sunday, November 1, 2015, to examine the SWOT analysis data, add to it, and delineate the 3-5 goals for the strategic plan.

* It is noteworthy that a Strategic Plan is intended to be a guide, a road map but must still remain fluid and flexible. From its tenets, yearly agendas are typically adopted by the Board and Head of School. Precipitating events in the life of the school as well as external factors may call for a reexamination of current goals and/or new goals that are responsive to those challenges and/or opportunities.

This report outlines the goals of the Strategic Plan along with Objectives to meet those goals. This outline provides action steps which will lead to the completion of the stated goals.

BOARD OF TRUSTEES STRATEGIC PLAN

BRAINERD BAPTIST SCHOOL

STRATEGIC PLANNING GOALS

Goal 1: To create a continual feedback loop of all shareholders in the school community that will fulfill and further the mission of Brainerd Baptist School.

Objective 1: To develop a Board member feedback loop for effective Board membership and productivity.

Strategies:

1. To identify effective Board member attributes.

Task	Persons Responsible	Time Line	Resources
To examine board attributes	Committee on Trustees	Complete 2017	None

2. To create a Board member self-evaluation system.

Task	Persons Responsible	Time Line	Resources
To create an assessment rubric	Committee on Trustees	In Progress	None
To pilot the rubric with current trustees	Committee on Trustees	In Progress	None

Objective 2: To create and utilize a Head Support and Evaluation committee of the Board of Trustees to include a 360-degree evaluation for the Head.

Task	Persons Responsible	Time Line	Resources
Committee for the Support and Evaluation of the Head (S and E)	Board Chair	In Progress	None
S and E Committee examines, understands, and shares with Board the role of Head support	S and E	In Progress	None
S and E Committee examines and recommends system of 360-degree evaluation system.	S and E	In Progress	\$300
Pilot of 360-degree Head feedback system	S and E	In Progress	\$300

Objective 3: To examine, update, and utilize an effective faculty evaluation system.

Task	Persons Responsible	Time Line	Resources
To examine and update current faculty evaluation plan	Head of School	In Progress	\$500 - materials
To implement updated faculty evaluation plan	Head of School	In Progress	None

Objective 4: To create and utilize a feedback loop with parents and faculty/staff on a yearly basis.

Task	Persons Responsible	Time Line	Resources
To form a committee of trustees, school administration, and parents to examine and define a yearly parent survey.	Head of School, Board Chair	12.31.17	\$300
To examine and adapt surveys to meet the needs of BBS.	Committee	12.31.17	None
To conduct the survey.	Head of School	12.31.17	None
To report and utilize survey.	Head of School	12.31.17	None

Objective 5: To create a yearly feedback loop for faculty/staff.

Task	Persons Responsible	Time Line	Resources
To form a committee of faculty/staff, admin to identify and recommend a yearly survey instrument.	Head of School	Fall 2017	None
For survey committee to identify and recommend a yearly survey instrument	Head of School	Fall 2017	\$300
To pilot the survey for clarity and purpose.	Head of School	Fall 2017	\$300

Objective 6: To receive feedback from families leaving BBS before the end of grade 5.

Task	Persons Responsible	Time Line	Resources
To create, pilot and conduct a survey for all families who leave the school prior to the end of grade 5.	Head of School	In Progress	None

Goal 2: To examine and create financial sustainability for Brainerd Baptist School.

Objective 1: To examine policies and procedures for the growth of endowment funds.

Task	Persons Responsible	Time Line	Resources
Finance Committee looks at current policies and sets policies for stocks, investment ratios, process and spending rate.	Finance Committee	Complete 2017	

Objective 2: To examine sustainable policies and procedures for financial aid for students.

Task	Persons Responsible	Time Line	Resources
Finance Committee looks at current policies and procedures for FA as well as a 3-5 year plan for resources and allocation.	Finance Committee	Complete 2017	

Objective 3: To examine and create financial policies to sustain and grow the Annual Fund.

Task	Persons Responsible	Time Line	Resources
Finance Committee looks at the factors that could influence the growth of AF i.e. sources, impact of other fund raisers, timing, and others.	Finance Committee	Complete 2017	
Committee sets 3-5 year goals for growth and spending policies thereof. Of particular note is whether a portion of AF will go to endowment.	Finance Committee	Complete 2017	

Objective 4: To examine and create sustainable policies for fund raising activities and funds.

Task	Persons Responsible	Time Line	Resources
Finance Committee examines and sets policies on fund raisers as they impact the budget. Examples are how many, what kind, a look at time, volunteers, and money raised.	Finance Committee/Director of Development	In Progress	

GOAL 3: To examine current and create necessary plan and policies for the School's future.

Objective 1: To review and create safety and security policies for the school.

Task	Persons Responsible	Time Line	Resources
Committee examines current standards and evaluates their effectiveness, making any recommendations in the following areas and others as deemed necessary.	Board Task Force	In Progress	
1. Playground safety 2. Lab safety 3. Emergency plan and practice 4. Safety measures and costs			

Employee Handbook	Committee to include a Personnel Subcommittee from the board, one or two appointed teachers and Sean as needed	Review of policies, determine any necessary training, determine if any online training is needed, update mission statement, request a copy for teachers on the web	To be completed by end of 1st quarter 2017 to be rolled out Mid year.
Student Handbook	Subcommittee of one to two parents, two board members and one personnel representative	Review of policies, develop a table of contents, organize the topics: Honor Code, Academic Programs, General School Rules, Disciplinary Standards, Library, Student Health Services, General Information, School Calendar, Travel Arrangements	To be completed by end of May in preparation for 2017-2018 year
Emergency Readiness and Response Plan	Subcommittee of two board members, two to three faculty and staff representatives, and a security specialist	Review of procedures, draft Field Trip safety procedures, develop lab safety policies and procedures, poison control procedures, chemical logs	To be completed by the end of May in preparation for 2017-2018 school year

Objective 2: To develop a comprehensive succession plan for the Head of School.

Task	Persons Responsible	Time Line	Resources
Committee creates a comprehensive plan and procedures for the hiring of a new Head of School.	Committee on Trustees	In Progress	
Critically important is the communication plan for all stakeholders: teachers, parents, students, & alumni.	Committee on Trustees	In Progress	

Objective 3: Partner with Brainerd Baptist Church to determine long term location and facility goals.

Task	Persons Responsible	Time Line	Resources
A Task Force meets with the Church leadership to learn about their strategic planning and long term facility plans.	Task Force, Chair appointed	In Progress	

GOAL 4: To communicate our elementary school academic excellence as found in our Christ-centered loving environment, sustained in a cost effective manner.

Objective 1: To examine and consider wording changes in the current mission statement.

Task	Persons Responsible	Time Line	Resources
Committee engages representatives from all stakeholder groups to examine current mission statement and explore any updates in wording without changing the message of the mission.	Advancement or Appointed Committee	Complete 2017	

Note: Committee recommends any Advancement or Appointed Committee changes for Board vote.

Objective 2: To examine and consider adoption of a Vision Statement for the school.

Task	Persons Responsible	Time Line	Resources
Committee engages representatives from the school community to examine and recommend for Board approval a Vision Statement for the school.	Advancement or Appointed Committee	Complete 2017	

Note: They will begin with the Vision Statement as determined by the Board at their strategic planning retreat.

Objective 3: To examine and consider the best branding pieces for the school.

Task	Persons Responsible	Time Line	Resources
1. Written pieces 2. Website 3. Facebook 4. Twitter 5. Other social media			

Note: This committee could potentially call on a firm for advice, imaging, and perhaps a branding campaign.

Objective 4: To examine, create, and communicate the messages found in the Mission, Vision, and branding pieces to all internal audiences of the school community.

Task	Persons Responsible	Time Line	Resources
Committee determines the most cost effective ways to deliver these messages and develops a strategy for each of the following internal audiences:	Advancement or Appointed Committee	In Progress	

1. Students
2. Parents
3. Faculty
4. Board

Objective 5: To examine, create, and communicate the messages found in the Mission, Vision, and branding pieces to all external audiences of the Chattanooga community.

Task	Persons Responsible	Time Line	Resources
Committee determines the most impactful, effusive, and cost efficient ways to deliver these messages and develops a strategy for each of the following external audiences:	Advancement or Appointed Committee	In Progress	

1. Church

❖ Church Leadership

❖ Members

❖ Church Visitors
2. Greater Community

❖ Alumni

❖ Future Families

❖ Other Schools

VISION STATEMENT

"Expanding Minds, Preparing Hearts"

BBS Financial Planning Sub-Committee Recommendations

John Hangstefer, Adrian Long, Steven Stansell, Fred Wiechmann

1. We recommend creating a new report that displays pertinent information and historical data over a long-period of time (minimum of 5 years). We feel this would help to give historical perspective to new board members and expose any trends that might need to be addressed before they become a serious issue. Some of the information that we discussed include:
 - Enrollment #
 - Retention rate/grade
 - Tuition income
 - Non-tuition revenue
 - Budget shortfall/balance
 - Cash balance
 - Endowment fund balance
2. Totally remove "Restricted Accounts" from general budget over the next 4 budget years, which equates to approximately \$28,975 per year.
 - This will allow the funds raised to be used as intended (big ticket purchases/projects).
 - This will also eliminate the monthly monitoring of the Restricted Accounts at the board meetings; therefore, making the Budget reporting more accurate and meaningful.
 - To speed up the process, one idea is to reduce the scholarship amounts.
3. Create savings/emergency fund. We recommend a starting point of a minimum of 20% of the tuition budget.
 - This would be available if the enrollment dropped, or if the school needed to replace a HVAC unit or other expensive item.
 - Prioritize to fund the emergency fund using any surplus from the budget or restricted accounts.
 - The school currently pays for the staff Christmas party by redeeming the cash back rewards earned on the credit cards. We would recommend investing any remaining cash back rewards into the emergency fund.
4. In setting the next year's budget, limit the amount budgeted for "Total Personnel Expense" to not exceed a maximum of 80% of the "Tuition" income. This will give the Head of School a number with which to work when setting the budget and individual teacher's wages. We would need to be conservative with the forecast of enrollment, but this would give the Board some cushion if enrollment is below the budgeted number. This would lessen the possibility that the Board would ever have to lower teacher's salaries from the previous year, which would certainly be a worst-case scenario.
5. Search out and apply for state and federal grants.
6. Discuss and choose the best investment for the Arnold & Broyles Endowment Funds.
7. Move the cash balance in excess of \$200,000 from the checking accounts into a savings account or money market fund. This would allow the school to earn interest on that money throughout the year.
8. Evaluate the Financial Aid / Scholarship policies to see if they need adjusting. Should we offer a multiple child discount? Should we ask alumni to sponsor a scholarship fund?

9. The Board needs to evaluate the number of fundraisers that we currently offer. Would the fundraising efforts be just as or more successful overall if the number of fundraisers were reduced on an annual basis?
10. Create a way for people to donate to a Sustaining Fund. We would assume this could be done by Ellen Baggenstoss. The immediate goal would be to let all church members and previous BBS families know about the need. It would be good to approach people outside of the families that are currently enrolled. BBS would need to be prepared with information on how to give via:
 - Wills, Trusts and/or Memorial giving
 - Phone-A-Thons
 - Create a database of former parents / grandparents
 - Examine the creation of an Alumni Fund
11. Create policy dealing with Delinquent Accounts:
 - Examine how transitioning to 100% enrollment in the FACTS payment system may lessen or eliminate delinquent accounts.

If we continue to have delinquent accounts, then

 - We do not allow them to attend after being delinquent for 1 month.
 - Have the financial officer contact them immediately when delinquent. Implement a three step process (1. Notice, 2. Warning, 3. Suspension).
 - Or have them agree to and sign a payment agreement. As long as they meet the agreement they can stay, if they violate agreement, they are suspended.
 - Make sure enrollment papers stipulate that they will be sent to Collections and that they would be responsible for the collection fees plus the delinquent amount
 - If the parents still owe money at the end of the year, we do not have any leverage.
12. To maximize the earning potential of BBS, have a campus map with all of the rooms available to the school. The map would need to list the maximum number of children each room could accommodate. This would be useful in determining the maximum number of children the school could possibly hold. This would also be useful when determining the optimal enrollment determined by how many classrooms per grade and the number of students per classroom.
13. Examine the effectiveness of the school's marketing and advertising strategy. We need to maximize and leverage the school's position in the marketplace. We need to know how we compare to our competition so we can capitalize on our school's educational advantages, value of our tuition, teacher-to-child ratios, etc. Should we advertise to local Baptist churches? Would our enrollment increase if we offered an incentive program based on parent referrals?
14. On a periodic basis, reexamine the economic impact on our budget and tuition if we contracted with an outside company to run and operate the cafeteria.