



## Strategic Plan 2018



**Classical | Christ-centered | Integral**



# Mission & Vision

## Mission

Cambridge School is a classical, Christ-centered community of learners (K-8), which exists to partner with parents to educate the hearts and minds of children in both virtue and truth.

## Vision

Cambridge School seeks to develop in our students the capacity and character required to live out their God-given destinies as they proceed to high school and beyond.

# Letter from the Board Chair

Over the course of this school year, Cambridge has celebrated God's faithfulness throughout twenty years in existence, and as we reflect on all the blessings we have experienced during this time, the Board of Trustees continues to humbly seek God's plan for our future. The Board recognizes the importance of setting strategic initiatives which line up with our mission and vision. The strategic planning process is a valuable exercise that helps us accomplish just that.

The Board believes that a strategic plan is vital for the health of Cambridge School. A strategy is needed to guide change in distinct areas (e.g. curriculum development, implementation of technology in the classroom, etc.) and to validate and preserve successful school programs. A roadmap is needed that empowers administration, faculty, staff, and Board to prioritize efforts and resources. This process bolsters confidence in parents in the ability of the school to carry out its vision. Compliance with AIMS criteria for long-range strategic planning is important and consistent with best practices for schools, to which we aspire. Finally, the school community must remain vigilant, versatile and receptive to the Spirit as we encounter new and unforeseen challenges in the years ahead.

In 2013, Cambridge School embarked on its first strategic plan and, as a result of the process, the school has experienced much fruit from that labor. At the end of 2016, the Board once again commissioned a second strategic planning process, and the work began in earnest in 2017. Similar to the initial process, the goals of this planning process were to discern God's direction for Cambridge School over a period of the next

3 to 5 years and to recommend changes in the use and allocation of resources to facilitate that vision.

The Board established a Steering Committee of 6 gifted leaders from among the school community, representing a comprehensive range of expertise. The Steering Committee identified 5 areas that warranted prayerful attention: Advancement, Curriculum, Personnel, Spiritual Formation, and Technology. The Steering Committee then engaged a significant cross section of parents, teachers, and staff to serve on various strategic planning committees. These committees were formed to pray and seek God's vision for Cambridge in their assigned areas of focus, and, after exhaustive data gathering, analysis, and discussion, they presented detailed strategic recommendations. After much prayer, deliberation, and refinement, the Board unanimously approved the Strategic Plan in March 2018.

We step forward into Cambridge's future with the profoundest sense of humility, accountability, and dependence on God's wisdom and grace. The Board seeks guidance through the unified voice of the school community. The efforts of all involved in the Strategic Plan have now set into motion a process that requires continuous communication and hard work. In fact, strategic planning is an ongoing process, and we will revisit these and other areas in 4 to 5 years. As with every aspect of Cambridge, we rely on parent partnership to continue on our path of growth and stewardship of all God has given us.

In His Service,

David Kelly  
Board Chair



# History

In 1995 a group of like-minded people gathered to pray about starting a school in the Baltimore area. Through prayerful consideration, it became clear that this school would be formed around three key distinctives: Classical, Christ-centered, and Integral.

Classical implies a curriculum steeped in the lasting elements of learning: exposure to broad, rich time-tested literature, art, and music that inspires the heart and engages the mind. As a Christ-centered school, Cambridge acknowledges that all truth is God's truth as He is the author of all knowledge and the source of all truth. God's creation and inspired Word permeate every area of study, rather than relegating Christian concepts into a separate religion class. This world was created by God with an overarching plan in mind, with each piece having a connectedness to others. The nature of God's world is reflected in the integral nature of the curriculum, where subjects are presented as a reflection of the wholeness of God's created order and not broken into isolated parts.

This trifold approach to education is designed to create a sense of wonder and awe for students, engaging them in the wholeness of God's creation and giving them an excitement for learning. C.S. Lewis captured this wonder and awe in his writings for children. Having spent most of his career as a distinguished professor at Oxford University, Lewis experienced a deep awakening of his faith later in life. His new views were not embraced in this academic community, and he therefore moved to Cambridge University, where he wrote on matters of life and faith. Thus our school came to be called Cambridge.

By God's grace, in September of 1998 Cambridge opened its doors to 29 students, housed in a church basement in Hunt Valley, MD. Due to God's great faithfulness, the school has consistently enrolled an average of 110 students in recent years. With a deepened understanding of its vision, Cambridge has endeavored to faithfully execute its mission, staying true to the foundational principles of the school. In the fall of 2003 the school moved to its current location in Pikesville, MD. The Lord has provided many gifted board members, administrators, teachers, staff, and families over the years to carry out this mission. The school started with a staff of 5 and now has a staff of 25.

With an eye to the future and a commitment to living out God's vision for Cambridge, the school community has engaged in a year-long strategic planning process. The process culminated in the Board's acceptance of the Strategic Plan in March 2018. The school's leadership is committed to implementing this Plan, under God's sovereign care, and invites you to pray for His continued provision for Cambridge as its history continues to unfold.



**christ cen·tered**

/krɪst-sen(t)ərd/

adjective

seeking Christ together through the educational process



**in·te·gral**

/in(t)əgrəl

adjective

unfolding the relationships between subjects in a way that reflects God's wholeness



**clas·si·cal**

/klasək(ə)l/

adjective

exploring truth through enduring works

# ADVANCEMENT

## Vision

The goal of the Advancement Plan is to be good stewards of what God has entrusted to us at Cambridge School and to use these resources to provide a Christ-centered educational experience to as many families as possible. Through a general endowment fund and continued focus on a healthy annual fund, the vision for Cambridge is to boost enrollment of mission-fit families, provide more financial aid, close the gap between tuition and the cost of education, and be able to contribute to the reserve fund every year. Focused marketing through the living testimonies of Cambridge students, the enthusiastic conversations of parents, and the strategic relationships with other schools, churches, and alumni will greatly assist Cambridge School in establishing and maintaining full enrollment of mission-fit families at all grade levels.

## Statements of Strategic Direction

- Establishment of a general endowment fund for financial aid and growth of the annual fund.
- Creation of a Cambridge Parent Community (CPC) Board Chairperson position and equipping parents for word-of-mouth marketing.
- Strategic outreach to build strong alumni relationships.



# CURRICULUM

## Vision

We recognize the centrality of Christ as an active, living presence that inspires and informs the Cambridge curriculum; students are able to seek truth in every discipline presented. The aim of the curriculum is to present the fullness of God’s creative expression by thematically teaching the relevance and relatedness of academic disciplines. Our vision is a documented, coherent, and excellent curriculum that is fully reflective of the founding principles and the mission and vision of the school. With this in mind, all members of our community (students, faculty, parents, and administration) can experience, pursue, and enjoy partnership within our living curriculum.

## Statements of Strategic Direction

- Dedicate time, resources, and personnel to attend to the nurturing and development of the faculty.
- Instate a team of individuals to review the curriculum across all grades and subjects and implement plans for change.
- Devote personnel and resources toward integration of Next Generation Science Standards and scientific habits.
- Align parent partnership with our educational values and ideals.



# PERSONNEL

## Vision

The vision of the Personnel Plan is for a stable community of dedicated and well-equipped teachers, who are characterized by a passionate sense of calling. Findings during the strategic planning process affirmed that priorities related to this vision should include teachers' compensation, teachers' benefits, and teachers' professional development. Addressing issues in these three areas is deemed to be critical to teachers' ongoing readiness to carry out Cambridge's mission and also to Cambridge's capacity to attract and retain qualified teachers.

## Statements of Strategic Direction

- Develop and implement a realistic plan to bring salaries within target ranges over time, specific goals contingent upon economic circumstances related to enrollment and fundraising.
- Implement plans to ensure consistent employee awareness of benefits.
- Continue to explore and take maximum advantage of Cambridge's internal talent and Federal Title funding to provide ongoing professional development and training of teachers, especially new teachers.



# SPIRITUAL FORMATION

## Vision

Cambridge School, as a Christ-centered community of learners, endeavors to create an environment where each person has the opportunity to be spiritually formed by the grace, knowledge, and love of Jesus. Led by the Holy Spirit, Cambridge desires to build a community that is being conformed to the image of Christ for the sake of others. Our hope is that interpersonal relationships within the school, particularly that of the teacher/student relationship, will serve as the foundation upon which deeper growth in Jesus is encouraged and nourished, therefore giving our students the proper framework for interacting in the world beyond their time at Cambridge.

## Statements of Strategic Direction

- Student/Teacher relationships
  - Teachers living and modeling
  - Teachers leading and mentoring
  - Students receiving and growing
- Cambridge/Parent partnerships
  - Cambridge providing resources
  - Parents providing feedback
  - Parents providing support



# TECHNOLOGY

## Vision

The vision of the Technology Plan is for a judicious use of technology that is designed to maximize the use of technology as a tool in the service of Cambridge's educational mission and philosophy. In addition to the guidance provided by Cambridge's mission and educational philosophy, the Technology Plan is also influenced by a commitment to the following values: 1) long-term cost efficiency, 2) reliability and simplicity of IT management, 3) ease of access to technology resources.

## Statements of Strategic Direction

- Develop and implement plans to train faculty and staff in the use of Chromebooks and the Google platform over the next several years, maximizing the use of internal talent and skills.
- Develop and implement technology learning goals at each grade level over the next 3 years.
- Develop and implement policies and practices to address digital security issues related to sensitive information and data.



# ACKNOWLEDGEMENTS

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