



# The LUTHERAN HIGH SCHOOL OF KANSAS CITY

## STRATEGIC FRAMEWORK

### IDENTIFIED STRATEGIC ISSUES

- Clarify mission, vision, values strategic priorities;
- Establish metrics to monitor performance in critical areas;
- Build ownership, awareness and consensus around strategic initiatives;
- Enhance academic and program excellence;
- Attract students of the desired quantity, quality, and diversity;
- Engage association churches, schools, parents, alumni, donors, and friends in the mission and ministry of the school; and
- Attract sufficient resources that advance the mission and impact of the school

### MISSION STATEMENT

*“The Lutheran High School of Kansas City provides a Christ-centered environment preparing lives for today, tomorrow and eternity.”*

### VISION STATEMENT

*Renowned for its Christian values, superior academics, and positive atmosphere, The Lutheran High School of Kansas City will be the preferred choice for those seeking a comprehensive high school experience.*

## PROPOSED VALUES

In the pursuit of our mission, The Lutheran High School of Kansas City will be defined by these values:

1. **Spiritual Growth:** Teaching and scholarship characterized by faithfulness to God's Word, sharing the gospel of Jesus Christ, and strengthening one's faith.
2. **Academic Excellence:** Providing an innovative, comprehensive curriculum and excellent faculty that challenge students to exercise their unique gifts toward college and career readiness.
3. **Servant Leadership:** Equipping each student to serve and lead with confidence, maturity, and influence.
4. **Community:** Encouraging healthy relationships and fostering an environment of acceptance, love, forgiveness and celebration within the LHS family.
5. **Partnership:** Seeking collaborative partnerships that expand learning and leadership opportunities while serving the needs of our community.

## PROPOSED STRATEGIC GOALS

1. **Academic Excellence:** Enhance teaching and learning through the development of comprehensive programs and delivery systems that meet the academic and career aspirations of each student.
2. **Servant Leadership and Student Life:** Inspire a vibrant community encouraging social, physical, intellectual and spiritual growth, cultural awareness and servant leadership.
3. **Optimize Enrollment:** Recruit and retain an increasing number of students reflecting the ethnic, geographic and socio-economic diversity of our community.
4. **Marketing Communications:** Articulate the identity and enhance the reputation of LHS among churches, schools, and the community.
5. **Finance and Management:** Achieve operational strength and long-term sustainability through good stewardship.
6. **Facilities:** Invest in appealing facilities that support teaching and learning while meeting the needs of students and the community.

# LHS STRATEGIC INITIATIVES

## 2023 - 2028

**GOAL ONE:**

### **ACADEMIC EXCELLENCE:**

***Enhance teaching and learning through the development of comprehensive programs and delivery systems that meet the academic and vocational aspirations of each student.***

**Key Findings:**

Overall, the academic performance at LHS is excellent and improving. The comprehensive curriculum features college prep and will soon be implementing more tech, trade, and business courses. ~~tech and trade and business.~~ A limited spectrum of AP and dual credit classes are offered and a high percentage of students make honor roll. Composite ACT scores indicate that LHS students rank in the top 25% of students in metro Kansas City (e.g. LHS median ACT score is 24.7 compared to 18.3 for Kansas City, MO metro schools and 20.5 for Kansas City, KS suburban schools.) However, the school's reputation for high academics is not well known or appreciated. The demand among Kansas City employers for qualified Trade and Tech graduates remains high and is a unique opportunity for LHS.

To embrace the reality that technology is more readily available to more people and at a deeper level than ever before, classroom instruction must acknowledge this by:

- Incorporating the use of E-textbooks and applying research-driven educational experiences.
- Placing greater focus upon a proactive learning environment rather than one that dispenses information
- Creating a culture of inquiry and knowledge rather than information retention
- Placing a high value on collaborative learning and creativity.

INITIATIVE	RESPONSIBLE PARTY(IES)	PROJECTED DATE OF COMPLETION
A. Ensure that the gospel of Jesus Christ and Holy Scriptures are reflected in all classes and instruction and regularly integrated into the teaching of every discipline.	Principal Faculty	Ongoing as integrated into regular curriculum review and classroom observation
STRATEGIC INITIATIVE	RESPONSIBLE PARTY(IES)	PROJECTED DATE OF COMPLETION

<p>B. Utilize effective technology-based instruction to ensure all students graduate having learned how to effectively use technology to learn content and skills, through:</p> <ol style="list-style-type: none"> <li>1. Supporting rigorous learning, meeting and surpassing Missouri state Standards</li> <li>2. Meeting the needs of all students</li> <li>3. Leadership by teachers who regularly receive ongoing and systematic professional development on the use of technology in the classroom</li> <li>4. Using new technology tools, for both teaching and assessing individual student strengths and weaknesses, as well as for encouraging more creative, critical thinking and problem-solving</li> <li>5. Ensuring that all students have the appropriate technology skills to show grade-level competency.</li> </ol>	<p>Principal Faculty IT Director</p>	<p>August 2022 Ongoing</p>
<p>C. Create a technology &amp; trade and business curriculum by adding one class per year beginning in 2023 through 2025 for a total of three tech &amp; trade and business courses. Pursue an integrated trades program to provide career pathways for graduates.</p>	<p>Principal</p>	<p>August 2025</p>
<p>D. Expand dual credit or AP offerings by adding one to two courses per year beginning 2023 through 2025 for a total of three courses</p>	<p>Principal and Guidance Counselor</p>	<p>August 2025</p>
<p>E. Create working internships for individual students with area businesses</p>	<p>Guidance Counselor</p>	<p>August 2026</p>
<p>F. Establish professional growth policy and ongoing development expectations for all faculty members.</p>	<p>Principal</p>	<p>August 2023</p>
<p>G. Expand curricular offerings in the fine arts by adding music, art and drama classes.</p>	<p>Principal</p>	<p>August 2023</p>
<p>H. Continue adoption of best practices and innovation in Science Technology, Engineering, and Math (STEM) and foreign language curricula.</p>	<p>Principal</p>	<p>August 2023</p>
<p>I. Provide remedial services for students requiring enhanced learning skills and assistance in math, science, and English.</p> <p>J. Build a comprehensive, multi-tiered system with regard to interventions and extensions of learning to meet the needs of the whole child. (Geared mainly to 504 and IEP students.)</p>	<p>Principal</p>	<p>August 2022</p>

**GOAL TWO:**

## ***SERVANT LEADERSHIP AND STUDENT LIFE:***

***Inspire a vibrant community encouraging social, physical, intellectual and spiritual growth, cultural awareness and servant leadership.***

**KEY FINDINGS:**

Seeking to instill a life-long attitude of servant-leadership, LHS organizes and promotes service projects, numerous community and congregational service projects, and multiple community service events.

The gospel of Christ Jesus calls for enhancing our appreciation of our oneness in Christ while celebrating the richness of our diversity through regular cultural expressions which are treated with respect and dignity.

<b>INITIATIVE</b>	<b>RESPONSIBLE PARTY(IES)</b>	<b>PROJECTED DATE OF COMPLETION</b>
A. Develop a leadership curriculum in order to enhance students' experiential base with an academic one. Students throughout high school will experience various service and leadership opportunities in the school and community. Options include: <ol style="list-style-type: none"><li>1. Upper level leadership courses</li><li>2. Required minimum community and/or ministry service hours annually</li><li>3. Various opportunities for volunteerism throughout the school year, especially in association congregations.</li><li>4. Leadership opportunities through Student Council, National Honor Society, and the Scholarly Knights Program.</li></ol>	Principal Faculty	September 2023
B. Implement a comprehensive program for student activities (e.g. intramurals, clubs, after-school groups, etc.) which inspire a vibrant learning community outside the classroom.	Student Council Principal	May 2023
C. Develop a student/faculty devised calendar of events that heightens awareness of cultural issues, themes, and sensitivities that build community.	Student Council Diversity Club International Student Club	MAY 2023

STRATEGIC INITIATIVE	RESPONSIBLE PARTY(IES)	PROJECTED DATE OF COMPLETION
<p>D. Create a spiritual environment where students are inspired to value and participate in devotional prayer and praise settings. Such settings will reflect Lutheran doctrine and be responsive and relevant to the diverse and changing needs of the student body with varying expression/forms:</p> <ol style="list-style-type: none"> <li>1. Student-led chapel services</li> <li>2. Celebrations that allow scripture to be illustrated through the observance of cultural and ethnic holidays</li> <li>3. Religion courses and activities that promote spiritual growth and the life of faith.</li> <li>4. Curricular and extracurricular experiences that provide for service to others as well as personal and spiritual growth.</li> <li>5. Prayer groups that connect students to Jesus and to one another as brothers and sisters of faith.</li> </ol> <p>E. Evaluate the Biblical aptitude and spiritual growth of students throughout the curriculum.</p>	<p>Principal Dean of Chapel Choir Instructor Band Instructor</p>	<p>Fall 2023</p>

**GOAL THREE:**

**OPTIMIZE ENROLLMENT:**

**Recruit and retain an increasing number of students reflecting the ethnic, geographic and socio-economic diversity of our community.**

**Key Findings:**

Enrollment at LHS has been in a slow-growth mode from 2001 (85 students enrolled) to 145 enrolled in the 2022-23 academic year. It is estimated that the Lutherans comprise 2.8 percent of KC Metro population. The number of feeder schools has declined and the percentage of students entering LHS continues to reflect the association grade schools trends. The racial diversity of LHS does not generally reflect that of association schools nor the general community represented in the LHS service area. Quality public schools (primarily in suburban Kansas City, Kansas and eastern suburbs of Kansas City, Missouri) as well as quality private and Christian high schools create a very competitive market. However, failing public schools (KCPSD and other communities) create a competitive advantage for LHS.

The international student program offers LHS a special opportunity to provide a Christ-centered high-performing education to international students without a negative impact to its budget. According to the Department of US Homeland Security, in 2006 only 65 students from mainland China attended high school in the US and by 2012 it had exploded to over 6,725. The opportunity for students from all over the globe to attend schools in the US is growing.

STRATEGIC INITIATIVE	RESPONSIBLE PARTY(IES)	PROJECTED DATE OF COMPLETION
A. <b>Increase enrollment</b> according to the following schedule through academic year 2028: 2023: 142 (Baseline) 2024: 145 2025: 161 2026: 180 2027: 197 2028: 210	Executive Director Director of Admissions	Fall 2028
B. Appoint a half-time <b>Director of Admissions</b> whose primary task will be to develop strong personal relationships (as the representative of LHS) with prospective students, parents, and association churches and schools.	Board of Directors Executive Director	Fall 2023

STRATEGIC INITIATIVE	RESPONSIBLE PARTY(IES)	PROJECTED DATE OF COMPLETION
<p>C. Establish positive <b>long-term relationships</b> with children of our association (starting in K-5) and their parents with a goal of enrolling at least 50% of association students.</p> <ul style="list-style-type: none"> <li>• Provide and promote personal connections within program empowering parents to act as ambassadors for the LHS community and beyond through summer camps, sporting programs, fine art competitions, open houses, Future Knight days/shadow experiences, and more. school.</li> <li>• Expand and promote the Jr./Future Knights Program which provides access to insight through sporting, cultural, and academic events. Host annual basketball all-star game</li> <li>• Continue and strengthen current recruitment <b>special events</b>.</li> </ul>	<p>Direct of Admissions Athletic Director Assistant Principal</p>	<p>January 2024</p>
<p>D. Maintain publicity materials describing the school’s success in preparing students for “life after high school,” which include:</p> <ul style="list-style-type: none"> <li>• Two- and four-year colleges</li> <li>• Trade schools</li> <li>• Apprenticeships</li> <li>• Highlighting of successful alumni whose aspirations are being fulfilled thanks to the preparation provided by LHS.</li> </ul>	<p>Guidance Counselor Director of Marketing</p>	<p>Fall 2024</p>
<p>E. Budget and staff in order to achieve international student program enrollment benchmarks as follows:</p> <p>2023: 9 (Baseline) 2024: 10 2025: 13 2026: 15 2027: 17 2028: 20</p>	<p>Director of Admissions International Student Coordinator</p>	<p>Fall 2028</p>

**GOAL FOUR:**

***MARKETING COMMUNICATIONS:***

***Articulate the identity and enhance the reputation of LHS among churches, schools, and the community.***

**Key Findings:**

A school’s reputation rises or falls on the perceptions of its ministry. Although LHS continues to enjoy a positive reputation and passion with its core constituents, there is a need to overcome past perceptions regarding the quality and relative value of the LHS experience. The concept of the school’s unique strengths and distinctive competencies has not been adequately branded and communicated among its constituency. Many in the general public do not know the virtues and added value of a LHS education. Formative interviews and focus groups results indicated a need for improvement in the engagement between LHS and association congregations and in all categories of communication.

<b>STRATEGIC INITIATIVE</b>	<b>RESPONSIBLE PARTY(IES)</b>	<b>PROJECTED DATE OF COMPLETION</b>
A. Develop and support the school’s strategic objectives with the implementation of a five-year marketing/communications plan (including annual reviews and integrated channels of communication) built around the development of a stronger brand identity and style guidelines.	Executive Director Marketing Director Marketing Committee Graphic Designer	September 2023 Ongoing
B. Create a more interactive digital experience (using tools like video and photo sharing) for students, current and prospective parents, donors, and alumni using web and social media channels.	Executive Director Marketing Director Marketing Committee Graphic Designer	September 2023 Ongoing
C. Develop a marketing/publicity campaign to promote LHS’s positive school culture through various media channels, digital and social media, invitations to campus visit, student speakers at congregations, promotional videos, etc.	Executive Director Marketing Director Marketing Committee Graphic Designer	September 2023 Ongoing

D. Develop newsletter that serves as the official publication of LHS	Executive Director Principal Marketing Director & Graphic Designer	September 2023
<b>STRATEGIC INITIATIVE</b>	<b>RESPONSIBLE PARTY(IES)</b>	<b>PROJECTED DATE OF COMPLETION</b>
E. Develop stronger and more regular relations with key stakeholders through the development and distribution of high-quality videos (3 to 5 minutes in length) that reinforce the LHS brand and the value of aLHS experience which could be shown on Sunday mornings, to parents' groups, at Lutheran Elementary school chapels, promoted via Facebook, posted on YouTube, etc.	Executive Director Development Director	June 2024
F. Nurture and promote the LHS Alumni Association for the purpose of reconnecting alumni with their alma mater, promoting ongoing communication among alumni and encouraging support of the school with their time and talents.	Development Director Alumni Coordinator Executive Director	January 2024 Ongoing
G. Continue to foster relationships with the Kansas City Lutheran School Association that links the missions of Lutheran Elementary Schools with that of Lutheran High School	Executive Director	January 2023 Ongoing
H. Through the LHS Boosters and Student Council, continue to sponsor an annual "Veterans of the Cross" luncheon that honors and support retired pastors, principals, teachers, and church workers, including widows and widowers.	Executive Director LHS Boosters	September 2023 Ongoing
I. Position and promote LHS as a key point of pride and rallying point for KC Metro Lutheranism, providing convenient, functional space and place for regional church gatherings, worship, workshops, and events. J. Engage with LHS Auxiliary Board to promote their involvement with students and faculty.	Board of Directors Marketing Director Development Director	June 2023

**GOAL FIVE:**

***FINANCE AND MANAGEMENT:***

***Achieve operational strength and long-term sustainability through good stewardship.***

**Key Findings:**

As the number of students has grown over the last two years, tuition income has seen modest increases. However, the sluggish economic recovery has resulted in an increasing number of families struggling to fulfill their tuition obligations. Annual giving by association congregations is stagnant and declining which reflects overall congregational struggles. There is a need to increase annual giving, conduct a campaign in support of capital construction/renovation projects, and grow the school endowment.

<b>STRATEGIC INITIATIVE</b>	<b>RESPONSIBLE PARTY(IES)</b>	<b>PROJECTED DATE OF COMPLETION</b>
A. Develop a five-year budget projection and plan with percentage of revenue calculations according to the following schedule: 2023: \$ 1,600,000 (Baseline) 2024: \$ 1,700,000 2025: \$ 1,900,000 2026: \$ 2,200,000 2027: \$ 2,400,000 2028: \$ 2,600,000	Board of Directors Executive Director	Ongoing annually through June 2028
B. Increase <b>annual giving</b> , budget-relieving gifts comprising 10% of the operational budget according to the following schedule: 2023: \$ 422,000 (Baseline) 2024: \$ 446,000 2025: \$ 451,000 2026: \$ 475,000 2027: \$ 489,000 2028: \$ 503,000	Executive Director Director of Advancement	Ongoing annually through June 2028
C. Create an <b>institutional endowment</b> providing a stable, perpetual stream of revenue for scholarships, innovation, learning initiatives, and operating budget according to the following schedule: 2023: \$ 300,000 (Baseline) 2024: \$ 400,000 2025: \$ 500,000 2026: \$ 600,000 2027: \$ 700,000 2028: \$ 800,000	Executive Director Director of Advancement	Ongoing annually through June 2028

STRATEGIC INITIATIVE	RESPONSIBLE PARTY(IES)	PROJECTED DATE OF COMPLETION
<p>D. In the spirit of Christian partnership develop a process to ensure <b>association participation</b> remains at a stable and sustainable level to help offset the increasing cost of Christian education according to the following schedule:</p> <p style="padding-left: 40px;">2023: \$ 55,000 (Baseline)  2024: \$ 56,000  2025: \$ 62,000  2026: \$ 70,000  2027: \$ 76,000  2028: \$ 81,000</p>	<p>Board of Directors Executive Director</p>	<p>Ongoing annually through June 2028</p>
<p>E. Establish an <b>annual review of human resources</b> required to support school operations:</p> <ol style="list-style-type: none"> <li>1. Consider Synod guidelines in setting faculty salaries</li> <li>2. Monitor, evaluate, consolidate, or eliminate low enrollment classes</li> <li>3. Target a 15:1 student/teacher ratio.</li> </ol>	<p>Exec Director Board of Directors</p>	<p>Ongoing annually through June 2028</p>
<p>F. Launch a major campaign initiative to address:</p> <ol style="list-style-type: none"> <li>1. Construction of athletic facilities (regulation gymnasium, weightrooms, as well as campus improvement renovations (\$5MM)</li> <li>2. Create and grow institutional endowment through current and estate gifts (\$1MM)</li> <li>3. Annual fund for unrestricted operating support (see annual fund schedule)</li> </ol>	<p>Director of Advancement Executive Director</p>	<p>June 2028</p>

**GOAL SIX:**

***FACILITIES:***

*Invest in appealing facilities that support teaching and learning while meeting the needs of students and the community.*

**Key Findings:**

In general, LHS’ facilities are in good condition and adequately maintained. Athletic facilities are below the standards of peer and similar-sized institutions and inhibits the school’s ability to host tournaments and association events, and otherwise attract serious student-athletes. The size of the current campus will support the addition of a regulation size gymnasium(s), locker rooms, weight room, and athletic fields. The needs of Calvary School must be integrated with that of LHS as part of our ongoing partnership. Likewise, a close, healthy and equitable working relationship with LEAF is essential to the proper maintenance and efficiency of the campus.

<b>STRATEGIC INITIATIVE</b>	<b>RESPONSIBLE PARTY(IES)</b>	<b>PROJECTED DATE OF COMPLETION</b>
A. Develop a <b>campus master plan</b> for the utilization of the LHS campus that incorporates: <ul style="list-style-type: none"><li>• Maintaining appealing and modern facilities</li><li>• Auditing and implementing energy efficiencies</li><li>• Creating a master schedule for facility maintenance</li><li>• Evaluating and enhancing campus safety and security, including installing an adequate video security system</li><li>• Addressing deferred maintenance issues</li><li>• New capital construction beginning 2023 to renovate north entrance, add locker rooms, and new gymnasium</li></ul>	Executive Director LEAF	Ongoing annually through June 2028
B. Continue to implement and maintain ongoing <b>technology plan</b> including: <ol style="list-style-type: none"><li>1. Maintain adequate wireless infrastructure throughout the campus</li><li>2. Ensure appropriate classroom technology hardware and software according to the specifications found under Goal One of the Strategic Ministry Plan.</li><li>3. Ongoing educational technology training for faculty, staff and students</li><li>4. Possible implementation of a BYOD (Bring Your Own Devices) program, promoting its equitable use, and providing sufficient technological support for the campus family.</li></ol>	Executive Director Director of IT LEAF	Ongoing annually through June 2028

STRATEGIC INITIATIVE	RESPONSIBLE PARTY(IES)	PROJECTED DATE OF COMPLETION
C. Develop a space utilization plan for the remaining unused space in the South Wing.	Executive Director	June 2024
E. Update signage that provides: <ul style="list-style-type: none"> <li>• Attractive, visible, functional campus entrance marquee signage at campus entrance</li> <li>• Directional signage throughout the campus to help visitors and emergency vehicles navigate</li> </ul>	Executive Director LEAF	September 2024
F. Implement a campus beautification program that: <ul style="list-style-type: none"> <li>• Improves landscaping</li> <li>• Creates positive curb appeal, especially at campus entrance and mainbuilding entrance</li> <li>• Upgrades aesthetics and safety lighting</li> </ul>	Executive Director LEAF	September 2025