



Stoneybrooke Christian Schools

Strategic Plan
2006-2008
Completed Report

SPIRITUAL DEVELOPMENT

STRATEGIC GOAL

Foster an environment in which students, parents, and school staff are encouraged to grow in their relationship with Jesus Christ.

OBJECTIVE

Enhance the chapel experience, integrating greater opportunities for students to serve, share, and demonstrate their faith.

ACTIONS

- Create an annual calendar of activities school wide that support practical servanthood experiences for elementary and Jr. High students.

ACCOMPLISHED: An annual calendar with grade specific activities has been developed and was fully implemented for school year 2007-2008.

- Update the presentation methods using current technology.

ACCOMPLISHED: The technological requirement in order to use PowerPoint with video background was implemented for Chapel presentations this year. Chapel coordinators adjusted to the new format. High level intensity videos were also used during transition moment before chapel.

- Establish elementary praise bands.

STILL PENDING: We surveyed the student body on both campuses (grades 4th-6th) for musical instrument experience. The amount of musical experience needed to actually play an instrument along with a group singing was minimal at best among all students surveyed. Therefore, this action item was not accomplished. Perhaps with the extended hours of our music teacher we can accomplish this next year.

OBJECTIVE

Strengthen the spiritual partnership with parents.

ACTIONS

- Develop practical resource materials for godly parents. The first project being devotional guides for use with elementary students.

PENDING: No materials other than those used routinely in the Tuesday Morning Women's Bible Study have been developed yet.

- Provide seminars, workshops, and discussion groups in order to support the Biblical training efforts of our parents.

ACCOMPLISHED: During school year 2007-2008, parents were invited to participate in several workshops that were designed to enhance their parenting through biblical training. In particular, a special 14 week course on the bible land and people – entitled “Unpacking the Book” was taught both during the day and in the evening so as to accommodate working parents. This was a college level course complete with homework, tests and quizzes. It seemed

to be well received by the parents. Stoneybrooke also offered three other workshops. One of them “Preparing for the Teenage Years” was taught by a local pastor and was well received by the parents in attendance.

OBJECTIVE

Improve Biblical integration across the curriculum.

ACTIONS

- Encourage the development of strategies, noted in the curriculum guides, to enhance the application of Biblical truths.

ACCOMPLISHED: The faculty met in collaborative teams all year long working on where and how to effectively integrate biblical principles across the curriculum. The guides are under review and will be completely updated by September 2008.

- Provide additional opportunities for faculty development.

ACCOMPLISHED: The faculty was given the opportunity to improve Biblical integration through the numerous seminars available at the ACSI convention (i.e. Making the Connections: How to Put Biblical Worldview Integration into Practice) and during the 6 minimum days the faculty participated in updating curriculum guides. Teachers were provided with resources to assist in improving sections of the curriculum guides that needed additional focus on Biblical integration.

OBJECTIVE

Support the development of a vibrant spiritual life for each of the school’s staff.

ACTIONS

- Focus the devotional elements of staff meetings on a narrow scope of material, allowing for more in depth discussion and application.

ACCOMPLISHED: A new faculty bible study was developed for the Tuesday / Thursday Devotions. This year, the entire faculty studied the books of James and 1 John. Each of the teachers participated by presenting material utilizing a study guide developed by Administration. An additional benefit beyond the spiritual development for each of the staff was that the teachers were also able to receive Biblical CEUs (for their certification) through this study.

- Encourage spiritual accountability.

ACCOMPLISHED: Stoneybrooke continues to meet once a month for All-Staff devotions. This allows for valuable worship and prayer time and teaching by the Superintendent. Ten “tribes” or groups were established at the beginning of the 2007-2008 school year by mixing up staff, teachers and campuses. These groups were formed for small group prayer or discussion time during our All-Staff devotions. Both the fall Goal Setting evaluation time with teachers and their spring Summative Evaluation will be a time for each campus administrator to evaluate the teachers spiritually. The staff will also be provided with a book for summer reading to be discussed at the staff retreat in order to further encourage spiritual growth.

FACULTY AND STAFF

STRATEGIC GOAL

Support and retain the school's existing team of dedicated professionals (administrators, faculty and staff) and attract and develop equally committed new staff members.

OBJECTIVE

Continue to attract, develop and retain highly qualified and committed personnel.

ACTIONS

- Employ attractive and competitive compensation structure for candidates and current employee retention.

ACCOMPLISHED: Stoneybrooke continues to offer an attractive and competitive compensation package for its administration and faculty. Recent comparisons with Christian schools in Southern California clearly indicate that Stoneybrooke's compensation packages continue to be among the very strongest in Southern California. It's important to also note that our school had very little turnover this year among faculty and administration and no teachers left Stoneybrooke to seek employment at a higher paying institution.

- Seek means to increase the level of the school's contribution for administration and faculty retirement plans.

ACCOMPLISHED: The School Board met with an industry representative exploring ways in which to increase the school's contribution towards retirement plans.

- Improve the various tools used in the recruitment process for faculty and staff.

ACCOMPLISHED: The entire packet of information, the application and all supporting documents have been completely revised and updated. The website now contains all appropriate downloadable forms for prospective employees and the entire application process has been newly defined. This ensures that all administrators follow the same recruiting process.

OBJECTIVE

Provide enhanced professional development opportunities for the faculty and staff.

ACTIONS

- Create further professional development opportunities for the faculty as determined by the school's curriculum review procedures.

ACCOMPLISHED: The largest opportunity for professional development was the attendance of the ACSI convention in November. Each teacher was required to attend a minimum of 6 seminars and general sessions that included motivational speakers in the field of education and an inspiring spiritual component. In addition to the convention, we provided 3 in-services through NCLB private school funds by hiring a CUSD mentor teacher. The in-services supported upper grade teachers (3-6) in math, reading, history and science.

- Provide specific training in classroom management, instructional strategies, biblical integration and critical thinking for key faculty members.

ACCOMPLISHED: In the fall of 2007, the entire faculty was required to attend seminars at the ACSI convention in the area of cooperative learning. During the spring of 2008, 3rd -6th grade teachers attended 3 in-services that provided instructional strategies and ideas for math, reading/literature and how to teach in the content areas (history and science). While teachers always consider the Christian worldview in all areas of the curriculum, no other specific training was provided this year other than the opportunities available at the ACSI convention.

- Offer additional release time for the entire faculty in order to review and continue to align Stoneybrooke's curriculum with state standards.

ACCOMPLISHED: Every grade level in the school has reviewed the CA standards in all subject areas. A list of which standards are met through our curriculum have been documented and efforts are being made to prioritize state standards that aren't being met. Incorporating necessary standards can be done by supplementing current curriculum and utilizing outside resources.

ACADEMIC AND EXTRACURRICULAR PROGRAMS

STRATEGIC GOAL

Create a dynamic educational experience, advancing the distinctives of the school's current academic and extracurricular programs.

OBJECTIVE

Ensure that the academic program is clearly focused on excellence and prepares each student for the next level of their education.

ACTIONS

- Ensure that the state and accreditation standards are integrated into the school's curriculum.

ACCOMPLISHED: Last spring and summer a concerted effort was made by school administration to ensure that state and accreditation standards are integrated into the school's curriculum. Although Stoneybrooke has in some cases, made selective decisions to not align with state standards, it does fully align with all accreditation standards.

- Achieve national composite scores of at least the 80th percentile on the SAT.

PARTIALLY ACCOMPLISHED: There are only 3 instances in the spring 2007 report where a class failed to achieve the 80th percentile in Math and Reading. Specifically, 2nd grade achieved a 72nd percentile in Math; 4th grade achieved a 78th percentile in Math and 7th grade achieved a 78th percentile in Reading. In none of the three examples is there a consistent pattern in lower achievement from year to year.

- Develop strategies in order to more effectively implement new curriculum.

ACCOMPLISHED: The school follows a (published) curriculum review cycle supported and required by ACSI. We spent two years reviewing and implementing changes in Reading and Language curriculum, putting us behind one year to review History. During spring 2008, the History committee will follow the ACSI protocol to evaluate available History curriculum. The curriculum budget for the 2008-2009 school year includes a change in History.

- Ensure that the curriculum guides are current, dynamic and effective tools that are regularly utilized to strengthen instruction.

ACCOMPLISHED: The majority of necessary changes in curriculum guides have been completed. By the end of the 2007-2008 school year, time will be focused on editing and formatting the guides.

OBJECTIVE

Continue to strengthen the Math Program in the school's upper grades.

ACTIONS

- Review objectives for math courses, coordinating with high school expectations.

ACCOMPLISHED: The new math teacher in junior high, Jennifer Merrick, has done an exemplary job of aligning our upper math courses with high school expectations.

- Align the instruction and teaching materials used for the pre-algebra course for the 6th – 8th grades.

ACCOMPLISHED: First, a junior high staff person has been assigned to teach the 6th grade advanced pre-algebra course. This course is identical to the pre-algebra course taken by the 7th graders and there is excellent continuity throughout those classes. We additionally have instituted a math diagnostic exam that is used to determine the readiness for the next level of math for all of our 6th, 7th and 8th grade students. This is a great indicator of student success at the next level.

OBJECTIVE

Expand offerings of co-curricular and extra curricular enrichment programs.

ACTIONS

- Bolster junior high electives including additional foreign languages.

ACCOMPLISHED: In school year 2006-2007 we added a number of options for our junior high students including a Spanish 1A, a Latin course, an honors literature course, an art and music appreciation course, and an enhanced technology class. In this enhanced technology period, the students designed their own yearbook and produced an excellent product.

- Integrate foreign language program into objectives for elementary students.

ACCOMPLISHED: During school year 2006-2007 Spanish was taught in grades Kindergarten through 2nd. Parents are pleased with the program, and the need for the community to see Stoneybrooke incorporating foreign language has been achieved. It should be noted however that staff and administration see marginal success with this program. However, parental concerns have driven our decision to continue for an additional year.

- Expand the music program by offering more instrumental opportunities.

ACCOMPLISHED: While Stoneybrooke lost one of its music teachers this past year, we were able to replace the instructional time with a volunteer teacher who has done an excellent job. We did expand the scope of the music program by offering instruction in guitar. Plans are underway to include students playing instruments in chapel next year.

- Infuse the accelerated reader program into the elementary reading program.

ACCOMPLISHED: The purchase of an additional AR program at LRE became a financial hardship but was required legally due to license agreements. We were able to utilize NCLB funds to update SJE to the web version and buy a brand new program for LRE (also the web version). In addition, we were able to purchase STAR Reader; the diagnostic software that targets a student's reading level. Teachers will be able to "test" AR during the fourth quarter and the entire faculty will use AR beginning fall 2008.

ENROLLMENT

STRATEGIC GOAL

Increase enrollment through an intentional admissions process while improving student retention.

OBJECTIVE

Reach full capacity enrollment of qualified students in all three schools.

ACTIONS

- Establish specific enrollment targets for each grade level.

ACCOMPLISHED: Specific enrollment targets based on room configurations and facility capacities have been developed.

- Gather and assess enrollment data from local independent schools to ensure that these targets are realistic.

ACCOMPLISHED: Significant efforts have been made to gather and assess enrollment data from independent schools and associations. The overall enrollment goals set by the school are realistic. However, it should be noted that there is a significant enrollment decline in Christian schools across the country. ACSI statistics indicate that a strong school is achieving modest enrollment gains of no more than 3%.

- Develop effective communication strategies to improve student retention.

ACCOMPLISHED: Very significant efforts were made over the last two years to address our transitions classes (5th, 6th, and 7th). We had a noticeable reduction in attrition in those grades for the 2007-2008 school year and a 97.4% retention rate for the 2008-2009 school year. Some of the communication strategies used to help foster improved student retention included the creation of “bump up” days in the junior high program, junior high parent information nights, personal calls from the junior high principal to every 6th grade family, junior high newsletters sent to 5th/6th grade families, and allowing the 6th graders to be involved in designing the junior high t-shirt for the following year. All of these tools were designed purposefully to help generate excitement about the junior high program and allow families to both see and hear what the junior high program is all about.

- Actively promote Observation Days and Preview Nights while identifying additional methods of opening the schools to potential constituents in our area.

ACCOMPLISHED: Though utilizing advertising for student recruitment efforts has proved to be of little value over the past few years (radio advertising, TV commercials, Post-It-Notes on banner headlines in newspapers, etc.) the school has continued to be purposeful and specific in its advertising efforts but has concentrated more energy in building relationships rather than direct advertising. Observation Days and Preview Nights have yielded minimal results: the school has gained few students though these venues with Observation Days having more success than Preview Nights. The school will continue to host these in hopes that they will attract more attention.

Administrators have visited all pre-schools within a 15 mile radius of our two schools to continue to encourage the relationship the school has built over the years.

Dennis and Shawn (Admissions Coordinator) implemented a plan in the fall of 2007 to increase enrollment. This plan includes the following items: produce a DVD of the highlights of the school and send to all interested parents, write a letter to all new families encouraging them to share the school with another family, seek approval from local churches to allow “Christian School Sundays”, completely rework the school’s website updating the look and the information adding additional sections for interested parents, contacting local pre-schools for permission to hold “Christian School Evenings”, partner with other Christian schools in the area to sponsor events that would promote Christian education (concerts, movie Saturday, etc.), attend local community events to represent the school (Ladera Ranch Fall Fest, San Juan Capistrano Swallow’s Day Parade, Laguna Niguel Child Safety Fair, etc.) and contact the local newspapers to get school news and events published (25th anniversary, Shoe Box Give-Away, etc.).

COMMUNICATION

STRATEGIC GOAL

Communicate a clear and compelling message to prospective families and enhance communication with existing families.

OBJECTIVE

Improve the effectiveness, quality and consistency of internal and external communications with current and prospective families.

ACTIONS

- Identify all existing forms of communication between the schools and our community (current/prospective families) and identify our most effective means.

ACCOMPLISHED: The school communicates with its constituency through many different and varied avenues. The school website provides a large amount of reference information and teacher webpages communicate individual classroom news on a regular basis. Weekly notes are sent home in backpacks in the elementary grades and emailed to junior high parents. Important dates and events are posted on the large monument sign in front of the school at the San Juan campus. Low-power radio stations broadcast current and future events 24 hours a day.

A survey addressing communication and grading was emailed to all Stoneybrooke parents in the fall of 2007 with the intent to ascertain the most effective means of communication between the school and home. The results indicated that the weekly school notes, the school website, and the teacher webpages were the most popular methods of communication.

- Explore ways to better use the Stoneybrooke website.

ACCOMPLISHED: The junior high website was redesigned for greater aesthetic appeal and more effective use. The main Stoneybrooke website is being completely redesigned with new sections being added to enhance its effectiveness and appeal. Virtually all school ‘handouts’ are now downloadable from the webpage.

- Explore the use of regular communication through electronic tools and materials.

ACCOMPLISHED: The school now routinely uses phone alerts, emails, and our local radio station as well as printed materials to communicate with the Stoneybrooke community.

- Conduct parent and alumni surveys each year to identify perceived strengths and challenges of the schools.

ACCOMPLISHED: A strategic plan has been developed that includes parent, student, and alumni surveys. The objective of the plan is to improve the quality and consistency of internal and external communication and that surveys highlight different subject areas during each season of the year.

- Explore new and cost-effective ways to communicate our message through identifying “best practices” used in other independent schools and organizations.

ACCOMPLISHED: Stoneybrooke is currently partnering with five other south county Christian Schools to identify a wide range of cost effective means to communicate the message of Christian Education. Additionally, we are partnering with four large Christian school systems in the broader Orange County area focusing on cooperative advertising as a major goal.

- Establish forum(s) for constructive community dialogue with the Stoneybrooke Board, Superintendent, and administration.

ACCOMPLISHED: The school routinely uses individual meetings, group coffees, and open board meetings to communicate with the greater Stoneybrooke community. We added “Pluses and Deltas” meetings to solicit additional input from parents and staff.

- Establish a business directory, connecting Stoneybrooke community to professional service and business providers.

ACCOMPLISHED: A dynamic business directory was completed this year and is being used by the Stoneybrooke families. It was compiled and printed for a very reasonable price.

- Increase amount of information shared with Stoneybrooke’s constituents through a formal and detailed Annual Report.

ACCOMPLISHED: An annual report was sent out in December 2007 and the completed formal strategic plan (06-08) will be mailed to all families in June 2008.

MEMBERSHIP AND GOVERNANCE

STRATEGIC GOAL

Enhance the Stoneybrooke Board structure and member responsibilities to more effectively support the school's mission and development efforts.

OBJECTIVE

Review current structure in order to meet the school's long-term objectives.

ACTIONS

- Expand the Board to increase the opportunities for various constituents to become actively involved with and take ownership of the future of Stoneybrooke.

ACCOMPLISHED: Stoneybrooke's Board now consists of 13 members. The most recent additions were two mothers who take an active interest in our daily school life. The Board is well represented by professionals in the areas of accounting, real estate development, church ministry work, law, business interests and faithful mothers.

- Implement the structural needs that arise from the strategic planning process and re-organize according to objectives.

ACCOMPLISHED: The board feels that its structural needs are met. We currently have two attorneys, two financial executives, 1 architect, two real estate developers, two homemakers, one dentist, one pastor and one local businessman on our board.

OBJECTIVE

Plan for and improve board member education and training.

ACTIONS

- Initiate an annual needs and skills assessment to determine where member strengths can be best utilized and where Board weaknesses exist.

ACCOMPLISHED: Several ad hoc committees have been established to best utilize the strengths of the board.

- Conduct a semi-annual offsite strategy retreat in order to discuss the current status of the schools and develop a plan for future initiatives and growth.

ACCOMPLISHED: Strategic planning sessions were held in spring 2006, 2007 and 2008.

- Offer a yearly professional development schedule.

PENDING: No professional development schedule for the Board has been outlined.

- Ensure that each Board member appreciates both his/her fiduciary responsibility and critical development function, which includes raising funds on the schools behalf.

ACCOMPLISHED: There is a strong support for the fundraising efforts of the school by all board members.

FINANCE

STRATEGIC GOAL

Utilize financial resources to wisely serve the students, faculty and mission of Stoneybrooke Christian Schools.

OBJECTIVE

Enhance the financial position of Stoneybrooke Christian Schools over the next 10 years.

ACTIONS

- Retire debt obligations as soon as possible.

ACCOMPLISHED: Ongoing board discussion regarding the retirement of debt have occurred. Specific efforts to refinance all existing debt (property and buildings) are underway (Spring 2008).

OBJECTIVE

Reduce dependency on tuition.

ACTIONS

- Review budget guidelines for setting tuition to determine the impact of inflationary pressures on tuition increases.

ACCOMPLISHED: The Board spends considerable time discussing all aspects of tuition requirements for each year. Budgetary guidelines are reviewed each January.

- Plan for expenses associated with facilities improvements, maintenance and technology.

ACCOMPLISHED: An annual plan for all expenses associated with facilities is established each spring. There is a reserve study that drives the facility improvements. There are regular maintenance schedules and we currently have a three-year technology plan.

- Create staffing models to support enrollment plans and effectively manage staffing expenses.

ACCOMPLISHED: Staffing models have been established. Administrators have the guidelines that will allow them to manage the process of growth.

- Establish an endowment for Stoneybrooke Christian Schools.

PARTIALLY ACCOMPLISHED: There is an existing endowment fund for Stoneybrooke. A minimal amount of money has been given to that fund (approximately \$10,000). Given the current fund raising priorities focused on the Annual Fund and our Capital Campaign, no other efforts have been made to fund such an endowment.

OBJECTIVE

Maintain a clear policy for the funding and allocation of financial aid (ScholarShare).

ACTIONS

- Create additional opportunities for our constituents to invest in the ScholarShare program.

ACCOMPLISHED: Parents are encouraged to participate in Scholarshare through an annual direct mail appeal, a reminder on the billing statements and through the webpage. Gifts can be given in cash or by credit card.

- Align scholarship program with private funding sources, foundations, and other outside resources.

PENDING: No effort has been made to establish a more sophisticated funding program for Scholarshare. The development efforts of the school are currently focused on annual operational support (the Stoneybrooke Fund) and our current capital needs associated with the development of the Ladera Ranch campus.

BUILDINGS AND GROUNDS

STRATEGIC GOAL

Construct and improve classrooms, multiuse facilities and campus grounds in order to meet the educational needs of students, attract new students and foster full enrollment.

SAN JUAN CAPISTRANO CAMPUS

OBJECTIVE

Invest in capital improvements to the San Juan Capistrano Campus.

ACTIONS

- Establish 3-year internal maintenance and improvement plan.

ACCOMPLISHED: All major maintenance and improvement plans are inculcated in the Reserve Study action plan which was reviewed and revised by Mr. Bock three years ago. To date the school has been able to replace carpet in selected classrooms, the offices and hallways in the main building, replace needed bathroom fixtures, reseal the parking lots, and replace both HVAC units on the San Juan Auditorium. All these improvements have fallen within the guidelines of the revised Reserve Study.

- Incorporate Smart Rooms into upper grade classes.

ACCOMPLISHED: All four 6th grade classrooms were outfitted as Smart Rooms. The remainder of the large 32" wall-mounted TV's were remounted in all 1st-5th grade classrooms.

Additionally, four classrooms in the junior high facility were developed into "smart rooms." These rooms now include appropriate technology support, projectors, screens and so forth.

- Renovate the sports field.

PENDING: No efforts have been made to do a major renovation on the field in San Juan. Although the field is re-seeded each summer, there have been no specific efforts to do more extensive renovation. Previous attempts to estimate the cost of such a renovation (including retaining walls, relocation of driveway and so forth) exceed \$250,000. The cost necessitates it take a back seat to the current development of the Ladera Ranch Campus.

LADERA RANCH CAMPUS

OBJECTIVE

Address student enrollment growth by developing additional space for classrooms, sporting events, and multiuse purposes.

ACTIONS

- Complete the planning process, design, and construction schedule for permanent buildings.

ACCOMPLISHED: Architectural drawings are all but complete. They are being used to support the construction building process. A three phased development effort has been determined. We are moving ahead with construction phases as finances are available.

- Break ground *The Stoneybrooke Fieldhouse* by June 2008.

PARTIALLY ACCOMPLISHED: The fundraising efforts have lagged with a stagnant economy. To date, we cannot begin the actual construction of the Fieldhouse. It has been determined that an official “ground breaking” at this time would be misleading to our constituency. However, a “move the dirt” event is scheduled for June 2008. We will export the dirt and prepare the site in summer 2008.

DEVELOPMENT

STRATEGIC GOAL

Advance the development capacity of the schools to support the mission of Stoneybrooke Christian Schools and aid in its fiscal stability.

ANNUAL FUND

OBJECTIVE

Annually meet the *Stoneybrooke Fund* income objectives to support the programs that make the schools special—talented teachers, small classes, outstanding curriculum, and offerings in academics, arts, and athletics.

ACTIONS

- Continue to improve ongoing education of current parent body with regard to the importance of the *Stoneybrooke Fund*.

ACCOMPLISHED: There is a growing sense of awareness of the *Stoneybrooke Fund* and its purpose. However, more effort needs to be given to this goal.

- Enhance communication so that each parent/friend has the opportunity to invest in the *Stoneybrooke Fund*.

ACCOMPLISHED: Additional efforts were made to communicate the fund's purpose, including a successful Golf/Tennis Classic with wide participation.

- Increase efforts toward alumni and grandparent participation.

PARTIALLY ACCOMPLISHED: Effort has been made to solicit these two constituencies via direct mail. The alumni group also received some personal phone calls from an alum asking for their participation.

- Seek additional investment to Matching Grant opportunities.

ACCOMPLISHED: There is a growing number of *Stoneybrooke* parents who recognize the opportunity to solicit matching funds from their employers. Recently, we have seen a growing number of matching grants.

- Create ongoing leadership succession.

ACCOMPLISHED: Annually, parents are being identified as potential candidates to chair the *Stoneybrooke Fund*.

CAPITAL PROJECTS

OBJECTIVE

Commence a major initiative to provide for the development of the Ladera Ranch campus.

ACTIONS

- Formulate a cohesive case for support, building on the schools' strengths and achievements, focusing on the key priority of Stoneybrooke's vision for the future.

ACCOMPLISHED: With the use of outside counsel, Stoneybrooke has developed a strong case for support and has the necessary written materials in order to focus on our vision for the future.

- Educate constituents, including Board members, parents, past parents, grandparents and the schools' eldest alumni, about the importance of philanthropy in enabling the schools to achieve their mission.

ACCOMPLISHED: There has been a sustained effort since November 2006 to educate parents and past parents regarding our current project.

- Work with counsel in the implementation of a well-thought-out campaign plan.

ACCOMPLISHED: We had an excellent working relationship with Julia McGuire at Campbell and Company.

- Assemble a campaign leadership team consisting of individuals who possess the passion and ability to move the campaign forward.

ACCOMPLISHED: Since November 2006, there have been regular meetings with the campaign leadership team. They were assigned prospects and actively solicited those prospects.

- Recruit campaign leaders and volunteers that are representative of the various constituents of the campaign, including significant leadership from the Board of Directors.

ACCOMPLISHED: Campaign volunteers include several board members. The chairman of the "Building for our Children" campaign is a board member.