

Mountain View Christian School



Strategic Planning 2025-2028

Our Mission

The Mission at Mountain View Christian School is to enable each student to develop a life of faith in God, and to use their knowledge, skills, and understanding to serve God and humanity. We desire for every student to excel in faith, learning, and service, blending biblical truth and academic achievement to honor God and bless others.

Mountain View Christian School works together with the home to foster a balanced development of the whole child — spiritual, intellectual, and social-emotional. We offer quality academics and Bible-based education for children grades Pre-K—8.

Choosing a school where your child will be inspired to fulfill the unique purpose for his/her life is of utmost and eternal importance. We understand a Christian education involves sacrifice and commitment and an important consideration is “how much will it cost”?

Education is expensive. Quality, Christian education is priceless. MVCS offers generous scholarship opportunities that provide affordable options while not lessening the value of what the child receives. Contact us to learn more.

Our Vision

Our vision is for every learner to excel in faith, learning, and service; blending Biblical truth and academic achievement to honor God and to bless others.

Our Philosophy

We Provide Spiritually Oriented Education

Mountain View Christian School provides spiritually-oriented education for children.

We believe in the existence of the Creator God, respect His divine authority and recognize His intervention in human affairs.

We believe that true education develops the spiritual, mental, and physical.

We believe in preparing students for the joy of service.

We encourage students to:

- Develop a personal relationship with God and his fellow men
- Master academic skills
- Value labor, both physical and mental, as a blessing
- Cultivate physical fitness, mental ability, and moral purity

We Nurture a Passion for Learning

Our teachers are committed to nurturing a passion for learning by providing interaction education experiences for your child. We value hands-on activities and team-based projects as a way to encourage unique learning opportunities and stimulate natural curiosity.

Your child will be taught to use their own sense of wonder and curiosity to explore areas of science, technology, and mathematics, along with developing a deeper curiosity and desire to better understand the Bible.

We focus on modern learning styles that promote activity-based learning and develop each child's unique passions. Students discover a zest for learning when educational experiences are expanded beyond the four walls of the classroom.

We Inspire Confident Leadership

From an early age, your child is given opportunities to discover and share their talents. Students learn how to collaborate on group projects, which builds confidence and encourages interpersonal skills. Social-emotional knowledge is just as important in the success of your child as academics. We encourage our students to grow in the way they relate to one another and the world at large.

Our school nurtures good habits by allowing students to take personal responsibility for their education. This helps instill the skills of proven leaders and world-changers into the heart of each student.

- Students participate in group projects designed to encourage interpersonal skills.
- Our school focuses on social-emotional growth as a strong component of character success for our students.
- We encourage our students to dream big about the change they can make in the world.

We Cultivate a Safe Environment

The safety of every child is important -- not just physically, but emotionally too. Our school offers a sense of security, allowing your child to feel comfortable learning and exploring. When children feel safe, they are naturally inclined to ask more questions, share their feeling, and develop healthy levels of trust.

- Students are kept safe, both physically and emotionally.

- A safe foundation allows our students to thrive in their learning and growth.
- Small classroom sizes encourage more mentorship and one-on-one time.

We Build Character

We believe that when character is emphasized, students thrive in all aspects of their education. We know that building character in children is a lifelong process, one that starts at home. By intentionally surrounding your child in an environment that encourages good character, those values from home are carried over into everyday life. Children with strong character move into the future ready to positively impact the world around them.

MVCS Strategic Goals

Academic and Spiritual Assessment

Provide a learning environment that promotes academic excellence, with a strong emphasis on spiritual and character development.

Marketing

Utilize a strategy of communication to connect with student families, constituents, and the community, tailored to Williamsport, PA's small-town dynamics (population ~28,000), while emphasizing outreach to regional Seventh-day Adventist churches for student recruitment.

Sustainable Leadership and Finances

Maintain a sound financial structure that ensures self-sufficiency and sustained growth, emphasizing the EITC program, symbiotic partnerships with local SDA churches, and multiple support avenues.

School Environment

Optimize the functionality of the facility and the attractiveness of the environment for students and the community, ensuring a safe, welcoming space aligned with SDA principles of stewardship and health.

Staff Development

Foster professional growth and retention of staff to support the Seventh-day Adventist mission-driven education

Academic and Spiritual Assessment

Goal: Provide a learning environment that promotes academic excellence, with a strong emphasis on spiritual and character development.

Objective: Use MAP Growth test data as a key tool to support academic excellence, while intentionally planning spiritual activities that reflect Adventist values and promote whole-person development—mind, body, and spirit.

| Strategy | Action Step | Timeline | Evidence of Attainment | Responsibility | Resources Needed |
|--|---|-------------------------|--|------------------------------|--|
| Monitor and utilize MAP Growth test scores and analytic data to drive instructional improvements. | Administer MAP Growth tests tri-annually (fall, winter, spring) and analyze RIT scores to determine individual student growth trajectories. | 2025-2029, tri-annually | RIT growth reports showing at least 5% average annual increase per student | Principal and teaching staff | MAP testing licenses data analysis software, staff training time (10 hours per teacher per year) |
| | Conduct data review meetings to adjust curriculum based on MAP insights, focusing on areas like math and reading where SDA schools often emphasize foundational skills. | 2025-2029, quarterly | Meeting minutes and adjusted lesson plans | Principal and teaching staff | Meeting facilitation tools (annually for software like Google Workspace), professional development webinars (annually) |
| | Integrate MAP data with student portfolios to track holistic progress, including spiritual reflections. | 2025-2029, annually | Portfolio reviews and growth dashboards | Principal and teaching staff | Portfolio software (annually), printing supplies (annually) |

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| | Benchmark MVCS MAP results against other Columbia Union SDA school averages to identify strengths and gaps. | 2026-2029, annually | Comparative reports and action plans | Principal and conference education superintendent | Access to CUC data resources (\$0, via SDA network), analysis time (20 hours annually) |
| Emphasize spiritual and character development through daily integration of Seventh-day Adventist principles. | Implement daily worship sessions incorporating Bible study and prayer. | 2025-2029, daily | Attendance logs and student feedback surveys (80% positive response rate) | Dale Walker, Susan Stoica, Heidi Segar | Worship materials and Bibles (annually), scheduling software |
| | Hold weekly assemblies featuring SDA themes like health, stewardship, and service. | 2025-2029, weekly | Assembly schedules and participant evaluations | Pastor and staff | Guest speakers from local SDA churches |
| | Organize four community service projects annually, linking to character development metrics from surveys. | 2025-2029, annually | Project reports and student reflection journals | Administration and staff | Transportation and supplies, community partnerships |
| | Conduct four church service programs annually, involving students in SDA worship leadership. | 2025-2029, annually | Church records and video documentation | Pastor and staff | Rehearsal time and material. |
| Provide professional development for staff on using MAP data to enhance SDA-aligned instruction. | Offer annual training workshops on MAP data interpretation and integration with SDA curriculum standards. | 2025-2029, annually | Training certificates and improved test scores | Principal and NAD consultants | Workshop fees (annually if conference doesn't provide training) |

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| Establish peer mentoring groups to share MAP-driven best practices. | 2025-2029, quarterly | Mentoring logs and staff surveys | Teaching staff and other small conference schools. | No additional cost (internal time allocation) or possible Zoom or team subscription |
| Incorporate health education modules (e.g., nutrition, exercise) as per SDA emphasis, tracked via MAP wellness surveys. | 2026-2029, biannually | Survey results and curriculum updates | Principal and teaching staff | Educational resources, can invite volunteers for health/diet training |
| Evaluate program effectiveness through annual audits aligned with NAD guidelines for small SDA schools. | 2025-2029, annually | Audit reports | Administration and conference superintendent | Time |

NOTE: This section is covered in the annual budget under “*Teacher/office supplies, Professional growth, Academic Excellence Budget, and Copies*”. See attached budget.

Marketing

Goal: Utilize a strategy of communication to connect with student families, constituents, and the community, tailored to Williamsport, PA's small-town dynamics (population ~28,000), while emphasizing outreach to regional Seventh-day Adventist churches for student recruitment.

Objective: Build consistent, values-based communication with local and regional churches and the broader community to highlight school opportunities and attract Adventist families from nearby areas such as Lock Haven, Sunbury, and Danville.

| Strategy | Action Step | Timeline | Evidence of Attainment | Responsibility | Resources Needed |
|---|---|-----------------------|---|--|--|
| Increase brand recognition and promote positive image through local and church-focused channels. | Post weekly on social media (Facebook, Instagram) highlighting SDA events and student achievements. | 2025-2029, weekly | Engagement metrics (e.g., 20% increase in followers annually) | Susan Stoica, Sandy Spencer, PA conference | Social media tools, content creation time. Covered in attached budget. |
| | Distribute monthly newsletters via email and local distribution points like Williamsport libraries and cafes. | 2025-2029, monthly | Subscription growth and open rates (target 70%) | Sandy Spencer/Volunteers | Newsletter software and printing. |
| | Advertise in local outlets like the Williamsport Sun-Gazette and community radio (WILQ-FM) with SDA-focused messages. | 2025-2029, quarterly | Ad impressions and inquiry logs | Marketing team | Advertising budget. Covered in attached budget. Total of \$10,200 in budget. |
| | Partner with regional SDA churches for | 2025-2029, biannually | Church visits reports and | Pastor, principal, and administration | Family/Church Volunteers |

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| | bulletin inserts and presentations to promote enrollment. | | new student referrals (target 10 annually) | | |
| Maximize communication through all outlets, including church networks. | Update website weekly with SDA program highlights and virtual tours. | 2025-2029, weekly | Website analytics (10% traffic increase annually) | Sandy Spencer | Web hosting and tools. Covered in budget and agreement with SermonView |
| | Provide quarterly updates to church leaders and stakeholders via Zoom meetings. | 2025-2029, quarterly | Meeting attendance and feedback | Administration and staff | Video conferencing software No cost. Can use Pastor's platform or Teams. |
| | Host four open houses annually, inviting regional SDA families. | 2025-2029, annually | Guest logs (target 50 attendees per event) | Staff, administration, board | Promotional materials, refreshments. Hosted 4 open houses before start of school year. Supplies were paid by volunteer donations. Marketing was covered in budget. |
| | Organize three community events (e.g., health fairs aligned with SDA principles) at local venues like Brandon Park. | 2025-2029, annually | Event reports and leads generated | Administration, staff, and possible church support | Venue fees and materials Hosted first Home & School event at local park. Will add events. Marketing budget will cover this. |
| Develop targeted recruitment campaigns for Seventh-day | Create a church ambassador program with representatives from | 2025-2027, ongoing | Ambassador training and referral numbers | Pastor and marketing team | Training materials. Any cost to be covered under Marketing budget. |

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| Adventist families in the region. | nearby SDA congregations. | | | | |
| | Launch email campaigns to SDA church directories emphasizing tuition assistance. | 2026-2029, biannually | Response rates and enrollments | Sandy Spencer | Email platform. No cost. Part of newsletter and other emails. |
| | Participate in local events like the Little League World Series for visibility. | 2025-2029, annually | Booth reports and contacts | Staff, Board Members | Booth fees. Covered under Marketing budget. |
| | Track campaign ROI through enrollment surveys. | 2025-2029, annually | Survey data | Administration, marketing team, and school board. | Survey tools. Would need to develop survey but could use free internet service. |

Sustainable Leadership and Finances

Goal: Maintain a sound financial structure that ensures self-sufficiency and sustained growth, emphasizing the EITC program, symbiotic partnerships with local SDA churches, and multiple support avenues.

Objective: Articulate financial value and long-term impact of supporting the school’s programs for self-sufficiency, including EITC scholarships and church collaborations.

| Strategy | Action Step | Timeline | Evidence of Attainment | Responsibility | Resources Needed |
|---|---|---------------------|---|------------------------------|--|
| Maximize the EITC program to benefit constituents and the community. | Maintain separate accounting for EITC funds and educate donors on tax benefits. | 2025-2029, annually | Accounting reports and donor participation (15% growth) | Treasurer | Accounting software, if none is already available. No additional cost. |
| | Submit reports to PA DCED and promote EITC via church networks. | 2025-2029, annually | Submission confirmations and funds received | Pastor, Jason Giese | Compliance tools. No cost. |
| | Achieve 15% growth in EITC donations through targeted campaigns. | 2025-2029, annually | Financial records | Pastor, Jason Giese | Marketing materials Minimal and covered under Marketing budget. |
| | Host annual EITC workshops for local businesses and SDA members. | 2025-2029, annually | Workshop attendance and new donors | Administration and EITC team | Venue and materials No additional cost. |

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| Promote financial partnerships with Seventh-day Adventist churches for symbiotic support (e.g., shared resources, subsidies). | Deliver quarterly financial reports to church stakeholders, highlighting mutual benefits. | 2025-2029, quarterly | Report distribution and feedback | Treasurer, board | Reporting tools Financial reports submitted monthly by treasure and both churches are represented on the board. |
| | Provide annual financial summaries with analysis of church contributions' impact. | 2025-2029, annually | Summary documents | Treasurer, board | Time and cooperative spirit |
| | Negotiate joint fundraising events with regional SDA churches. | 2026-2029, biannually | Event proceeds (target \$10,000 per event) | Pastor and board | Event planning |
| | Establish church subsidy matching programs for student tuition. | 2025-2028, ongoing | Subsidy agreements and enrollment impact | Administration | Missional Mindset. |
| Develop multiple avenues for giving, including online and endowment options. | Establish online donation portals integrated with church websites. | August 2025, ongoing | Web analytics and donation totals | Sandy Spencer, Jason Giese | Platform setup Already completed with Sermon View. |
| | Launch an endowment fund campaign for long-term sustainability. | 2026-2029, annually | Fund growth reports | Board and treasurer | Campaign materials Tab for “legacy giving” under Sermon View. |

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| Apply for NAD grants for small SDA schools. | 2025-2029, annually | Grant awards | Principal | Application time (no cost) |
| Offer planned giving seminars with SDA financial experts. | 2027-2029, biannually | Seminar attendance | Pastor and conference planned giving director | Speaker fees No cost |

School Environment

Goal: Optimize the functionality of the facility and the attractiveness of the environment for students and the community, ensuring a safe, welcoming space aligned with SDA principles of stewardship and health.

Objective: Maintain an ideal environment for learning, activity, and engagement, with tangible upgrades for sustainability and safety.

| Strategy | Action Step | Timeline | Evidence of Attainment | Responsibility | Resources Needed |
|--|---|---------------------------|---|---|--|
| Keep the physical plant current and eco-friendly, reflecting SDA stewardship. | Perform weekly deep cleaning and monthly maintenance checks, including energy-efficient upgrades. | 2025-2029, weekly/monthly | Cleanliness audits and energy bills (10% reduction) | Joan Fulmer, Taylor Fulmer | Supplies, eco-products Covered by attached budget. |
| | Submit monthly reports on maintenance needs, prioritizing repairs like HVAC for health. | 2025-2029, monthly | Repair logs | Rich Fulmer, Bill Spencer, Kelsey Bower | Tools and parts New facility but regular cleaning and maintenance by church volunteers. |
| | Conduct quarterly facility reviews, including landscaping for community appeal. | 2025-2029, quarterly | Review reports and photos | Rich Fulmer, Bill Spencer, Kelsey Bower | Landscaping services Covered by church/school budget and performed by volunteers. |
| Maximize safety and emergency preparedness. | Conduct monthly fire drills and update evacuation plans. | 2025-2029, monthly | Drill logs and staff training | Administration, staff | Training materials No cost. Done by staff and visits by first responders. |
| | Perform biannual intruder and lockdown drills with local police input. | 2025-2029, biannually | Drill evaluations | Administration, staff | Consultant fees No cost. Working with local Sheriff's Department for |

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| | | | | | assessment and training. |
| | Analyze safety procedures quarterly, incorporating SDA crisis response training. | 2025-2029, quarterly | Analysis reports | Rich Fulmer, Bill Spencer, Kelsey Bower | Software for tracking Discussed in board meetings. No cost. |
| | Complete annual safety audits with external reviewers, including playground inspections. | 2025-2029, annually | Audit findings and corrections | Administration and board | Auditor fees New playground equipment ordered. Applied for fence permit. All equipment is ASTM compliant. |
| Enhance environmental attractiveness and functionality for SDA holistic education. | Develop outdoor learning spaces like gardens for health and science classes. | 2025-2027, phased | Space usage logs | Staff and volunteers | Materials No additional cost. Covered by staff and volunteers. |
| | Upgrade classroom tech and furniture for ergonomic, health-focused design. | 2026-2029, annually | Inventory updates | Administration | Furniture Purchased new desks for K-2 class. All other is 1-year old. |
| | Implement recycling and health programs (e.g., vegetarian cafeteria options). | 2025-2029, ongoing | Program participation rates | Kitchen staff | Supplies |
| | Host community open days to showcase facilities. | 2025-2029, biannually | Attendance and feedback | All staff | Promotional materials Open Houses and media outlets. |

Staff Development

Goal: Foster professional growth and retention of staff to support the Seventh-day Adventist mission-driven education.

Objective: Equip staff with skills for academic, spiritual, and administrative excellence in a small school setting.

| Strategy | Action Step | Timeline | Evidence of Attainment | Responsibility | Resources Needed |
|---|--|--|------------------------|---------------------|--|
| Promote wellness and work-life balance, emphasizing SDA health principles. | Encourage simple wellness activities for staff, like step challenges or health-themed days. | 2025-2029, quarterly | Participation | Principal, board | Minimal cost; covered with school or donated resources |
| | Share basic mental health resources | 2026-2029, once a month in staff meeting | Feedback | Principal, teachers | No cost; uses existing free resources |
| | Recognize staff contributions with small, meaningful gestures (e.g., certificates, thank-you notes). | 2025-2029, annually | Recognition events | Board | Very low cost; included in general school expenses |
| Encourage certification and professional growth. | Help staff access SDA certification by guiding them to available programs and possible subsidies. | 2025–2029, as needed | Completions | Principal | Cost is covered by the PAC |
| | Set aside time for informal peer-sharing during staff meetings. | 2025–2029, monthly | Staff feedback | Principal, staff | No cost |

Community Engagement and Outreach

Goal: Strengthen ties with the broader community while advancing the Seventh-day Adventist mission outreach.

Objective: Build partnerships that enhance enrollment, service, and witness in Williamsport and beyond.

| Strategy | Action Step | Timeline | Evidence of Attainment | Responsibility | Resources Needed |
|---|--|-----------------------|----------------------------------|----------------------|--|
| Expand outreach programs rooted in SDA service ethos. | Launch health seminars open to the community (e.g., vegetarian cooking classes). | 2025-2029, quarterly | Attendance (target 50 per event) | Health team | Materials. Supported by church health ministry. Promotion to school families via email at no additional cost |
| | Partner with local nonprofits for joint service days. | 2025-2029, biannually | Partnership agreements | Administration | Transportation. No transportation costs anticipated |
| | Integrate outreach into curriculum for student involvement. | 2025-2029, ongoing | Student reports | Teachers | Embedded in existing curriculum; no additional resources required. |
| | Measure impact through community surveys. | 2025-2029, annually | Survey data | Marketing team | Online survey tools; no cost when using free platforms (e.g., Google Forms). |
| Foster inter-church collaborations for shared resources. | Host regional SDA school events annually. | 2025-2029, annually | Event reports | Principal and pastor | Venue, personal |
| | Share curriculum resources with sister churches. | 2025-2029, ongoing | Resource logs | Academic coordinator | Access supported through existing smart screens |
| | Co-host youth events with nearby congregations. | 2026-2029, biannually | Event feedback | Youth leaders | Covered through shared resources and volunteer support; no additional budget required. |

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| | Track collaborative outcomes quarterly. | 2025-2029, quarterly | Reports | Board | Managed through existing board capacity; no additional resources required. |
| Promote inclusivity for non-SDA families while maintaining identity. | Develop welcome packets highlighting SDA values. | 2025-2027, ongoing | Distribution numbers | Admissions team | Printing materials. Covered in marketing budget. |
| | Offer introductory Bible study sessions. | 2025-2029, monthly | Participation rates | Pastor | Materials. Covered by church budget. |
| | Monitor diversity in enrollment annually. | 2025-2029, annually | Enrollment data | Administration | Software. Existing data systems: no additional resources required due to school size. |
| | Gather feedback from new families biannually. | 2025-2029, biannually | Surveys | Staff | Tools. Online survey tools; no additional cost using existing digital platforms |