

LEADing into the future

STRATEGIC PLAN 2021-2025



Together, we will **LEAD** Rockway into the Future!



LOVING Rockway

We will invite, welcome and embrace people (families – present and former, Alumni, faculty/staff, donors, and volunteers) and community partners (churches, MCEC and Mennonite organizations) who support Rockway's mission and students.



EXPERIENCING Rockway

We will continue to offer the best experience for Rockway students and our school community, including academic excellence that supports our four Academic Pillars and Graduate Vision, extra-curricular activities, and community building activities.



ADVANCING Rockway

We will enhance our facilities, organizational infrastructure, operational efficiency, and financial stewardship to support Rockway's mission now and into the future.

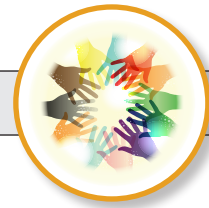


DISCOVERING Rockway

We will learn from the rapid digital response to the pandemic and continue to embed a culture of discovery and innovation throughout Rockway, from program offerings to all areas.

Strategic Priority: **LOVING** Rockway

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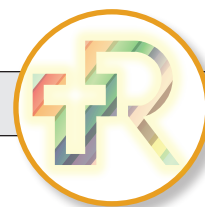


GOALS	KEY DELIVERABLE/STRATEGY
<p>1.1 Create a culture of philanthropy</p>	<ul style="list-style-type: none"> • Welcome and celebrate donors and share Rockway's unique Mennonite story of mutual aid/'barn-raising' • Leverage technology to provide an array of opportunities, with exceptional donor experience throughout the donor cycle, for people to support Rockway • Share donor stories of their love for Rockway and their impact on students • Empower donors to be part of the current Rockway vision and to support the future of Rockway • Expand the Alumni Relations Program, rooted in a renewed Rockway Alumni Association
<p>1.2 Enable donors to help preserve Rockway's future</p>	<ul style="list-style-type: none"> • Encourage growth of Rockway reserve funds by including donations to Rockway's Sustainability Fund in donor giving opportunities
<p>1.3 Engage our supportive community to dream BIG for Rockway's Music legacy & share the Rockway experience with students from diverse communities</p>	<ul style="list-style-type: none"> • Together, we will <i>Lift Every Voice</i> at Rockway and undertake a 10-year vision of music and facilities segmented into at least 3 mini-capital campaigns/phases • Integrate Student Tuition Assistance Endowment fundraising into campaign



Strategic Priority: **EXPERIENCING** Rockway

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GOALS	KEY DELIVERABLE/STRATEGY
<p>2.1 Reimagine and relaunch the Music Program</p>	<ul style="list-style-type: none"> • Hire faculty to lead the vision • Mentor new music faculty to support a high calibre program that will deliver music in classes, community/churches and in productions, and reimagine and enhance extra-curricular music opportunities • Create permanent music facilities, including a new Chapel space
<p>2.2 Enhance student learning opportunities in the community</p>	<ul style="list-style-type: none"> • Restore and expand the Students Learning in Community program • Develop a robust CO-OP program to include Ontario Youth Apprenticeship opportunities • Reimagine Envirathon Servathon, expanding upon the story and values of Rockway
<p>2.3 Reintroduce and revitalize extra-curricular activities/opportunities</p>	<ul style="list-style-type: none"> • Reintroduce Trips Week, with the goal of ensuring equity, inclusion, and accessibility in accordance with Rockway's mission, vision and values • Reignite MARS/student clubs to include new opportunities and ways to engage students • Reintroduce extra-curricular activities including Music, Drama, and Athletics • Reimagine International Exchanges in a post-COVID world • Support and empower Student Council
<p>2.4 Build a Restorative Justice learning community</p>	<ul style="list-style-type: none"> • Continue to integrate and train faculty/staff in the areas of Restorative Justice (RJ) and Collaborative Proactive Solutions • Expand RJ training to Rockway families and Board members as capacity allows • Listen, learn and engage with our Indigenous communities • Incorporate RJ initiatives and Indigenous reconciliation into Chapels and Spiritual Emphasis Week
<p>2.5 Create a welcoming and dynamic Rockway experience for all by focusing on accessibility, diversity and inclusion</p>	<ul style="list-style-type: none"> • Enhance physical accessibility e.g. accessibility audit, multi-year accessibility plan, basement elevator, accessibility at events and activities • Make communications more accessible e.g. website, signage • Work collaboratively to increase financial accessibility to the Rockway experience and to all Rockway programs • Increase the diversity of our student body and define and pay more attention to inclusion
<p>2.6 Develop and maintain a strong school identity and culture</p>	<ul style="list-style-type: none"> • Emphasize teaching Mennonite theology/faith/history and modelling what this looks like in daily life • Continue developing a Restorative Justice culture and practice within our school • Review and evaluate the faculty/staff culture as well as student, parent and donor experience

Strategic Priority: **ADVANCING** Rockway

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GOALS	KEY DELIVERABLE/STRATEGY
<p>3.1 Grow student enrollment</p>	<ul style="list-style-type: none"> • Increase domestic socio-economic diversity and continue to be more inclusive • Expand International student recruitment • Review the marketing for the Gr. 7 & 8 program to support enrollment goals • Improve/maintain student retention • Increase new enrollment • Develop more data to support decision-making • Integrate Alumni Relations with Admissions efforts
<p>3.2 Plan for leadership succession and care for all employees</p>	<ul style="list-style-type: none"> • Recruit, on board and support the new Principal, including evaluation and professional growth plan • Create and implement a succession plan for Board and Administrators • Create and implement Board and Administrator orientation plans and regular, structured self-assessment • Review compensation and contract agreements • Increase capacity in Human Resources (HR) e.g. hire an HR assistant • Reimagine Reference Council process and develop a formal process for Administration feedback
<p>3.3 Maintain financial sustainability</p>	<ul style="list-style-type: none"> • Develop a multi-year strategic financial plan • Create and implement a multi-year strategic fundraising plan that aligns with and supports Rockway's financial goals • Build appropriate reserves through financial management and fundraising, toward minimum targets • Continue balanced operating budgets and reduce the reliance on fundraising for operations
<p>3.4 Develop and maintain master plans for facilities and technology</p>	<ul style="list-style-type: none"> • Continue implementing the comprehensive facilities improvement plan • Initiate a master planning process • Improve environmental sustainability and operational efficiency • Create a long-term plan for technology based on our vision for the academic program and the need for access to information • Continue to improve health and safety • Review and update the plans for a multi-year capital building project to address program needs, enrollment growth, appropriate work spaces, and community/partners

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GOALS	KEY DELIVERABLE/STRATEGY
<p>4.1 Strengthen pedagogy, off-line and online</p>	<ul style="list-style-type: none"> • Create a robust annual professional development plan, including mentorship, coaching and professional learning groups (focus will be on Inclusion) • Conduct a comprehensive program review of the Grade 7 & 8 and Religious Studies programs • Explore Rockway becoming an accredited/licensed online learning institution
<p>4.2 Foster a culture of continuous improvement throughout our operations</p>	<ul style="list-style-type: none"> • Review the policy chart and oversee the creation of a schedule for the regular review of certain non-student policies and procedures (Vice-Principal is responsible for student policies) • Ensure ongoing training for all employees and Board, including implementing robust professional development plans and individual growth plans for employees • Provide leadership on a comprehensive Health and Safety Program • Hire an HR assistant to support capacity
<p>4.3 Relaunch an annual Volunteer program</p>	<ul style="list-style-type: none"> • Create a Volunteer Coordinator position • Review and relaunch the Banquet Committee/Parent Volunteer Association
<p>4.4 Integrate environmental stewardship in Rockway's facilities management plan</p>	<ul style="list-style-type: none"> • Integrate environmental stewardship in maintenance plans • Integrate environmental stewardship in new build plans





#lifeatRockway

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