

Adopted in May 2026

JERUSALEM EVANGELICAL LUTHERAN SCHOOL

5 YEAR STRATEGIC PLAN

Introduction

To advance the vision and mission of Jerusalem Lutheran School (JELS) and to assess our progress, measurable objectives have been established. While fulfillment of every objective is not required to achieve our mission, we seek God's blessing upon all our efforts and their outcomes for the benefit of His kingdom.

**For the purposes of this document, JELS refers to “Jerusalem Evangelical Lutheran School”.*



JELS Mission and Vision Statement

Mission Statement

We use the Word of God to Share the Gospel, Nurture the faith of young Christians, And Prepare students for lifetime service to God and community.

Vision Statement

JELS will faithfully nurture Christian faith, pursue academic excellence, provide a supportive and holistic educational environment, and engage our community to prepare students for lifelong service to God and others.

JELS Old Visions

Vision 1	The highest quality Christian education program that nurtures the faith of young Christians - Many outreach opportunities through our school as a ministry arm to our church to advance the Word of God and his Kingdom.
Vision 2	JELS will provide many outreach opportunities through our school as a ministry arm to our church to advance the Word of God and His Kingdom.
Vision 3	The highest quality education in secular core subjects (Math, Reading, Language Arts, Science, Social Studies) on Chicago's North Shore which seeks to achieve rigorous academic standards.
Vision 4	The highest quality school infrastructure which is ideal for supporting our educational program while bringing glory to God.
Vision 5	Numerous extracurricular programs and activities so that our children will have a well-rounded grade school experience.
Vision 6	Encouragement to consider and pursue a vast number of career opportunities in their high school years, including the public ministry.
Vision 7	A staff committed to professional development, both spiritually and academically.
Vision 8	A healthy and safe learning environment for all students.
Vision 9	Responsible, two-way communication between the school and stakeholders in the school's ministry including but not limited to parents, students, the congregation, and the community.
Vision 10	The use of various recruitment and advertising strategies to maintain and continue to grow enrollment to further spread the gospel message.
Vision 11	Cohesive learning experiences that are rooted in the Word of God from PreK to 8th grade.

JELS New Consolidated Vision Areas

Five Vision Areas	Original Visions
Christian Faith & Outreach	Visions 1, 2, and 11
Academic Excellence	Visions 3, 6, and 7
Supportive Learning Environment	Visions 4 and 8
Holistic Student Experience	Vision 5
Community Engagement & Growth	Visions 9 and 10

SWOT Analysis

Rationale: A SWOT Analysis is conducted to systematically identify the strengths, weaknesses, opportunities, and threats within an organization. For Jerusalem Lutheran School (JELS), the SWOT Analysis serves as a foundational tool to develop meaningful and effective strategies supporting ministerial growth over the next five years. The results of this analysis will guide the selection and definition of measurable objectives for the school's long-range planning. Furthermore, the SWOT Analysis will be reviewed at every three-year and five-year intervals from its initial adoption date to ensure ongoing strategic alignment and progress.

JELS SWOT Analysis

JELS SWOT Analysis			
Strengths	Weaknesses	Opportunities	Threats
<p><u>Excellent Christian Education</u> The school provides high quality educational programs that are rooted in the Word of God, providing safe and stable environment for students to learn and grow.</p>	<p><u>Lack of Facility Space</u> The school is in lack of minimum three classroom space, a gym, and easier access entrance. Having classes in the back of the church's sanctuary needs to be addressed in a timely manner.</p>	<p><u>Rising Interest in Private Education</u> There is a growing demand of private school within the community from the families seeking safer, and smaller school settings compared to the local public schools.</p>	<p><u>Economic Uncertainty</u> Economic uncertainty, especially, potential layoffs from businesses within the community can mount a greater pressure on families who are paying for private school tuition.</p> <p>*Tuition-dependent Revenue Model is extremely sensitive to local economic changes.</p>
<p><u>Strong Community Reputation</u> The school consistently receives good feedback from new parents about how they are satisfied with the school's program, and care their children receive from the teachers and the staff.</p>	<p><u>Limited Resources</u> Lack of support staff for the growing needs of special education places the school at greater risk of falling behind competition against local public schools and other private schools.</p>	<p><u>Nationwide School Voucher Program</u> Although the State of Illinois has not yet participated in the nationwide school voucher program, this initiative would provide funding for private education to families currently enrolled in public schools. The existence of the national program increases pressure on state policymakers and, it is hoped, may eventually lead to its expansion into Illinois. If the program does become available in our state, it would present a significant opportunity for our school, including a reduced need to raise tuition, increased revenue, and greater interest in private education—potentially resulting in higher enrollment.</p>	<p><u>Competition</u> Efforts of local public schools and private schools to improve their school programs would naturally come as threats to our school's enrollment.</p>

Past Enrollment Retention Data

Past 5 years of retention data is compiled for the purpose of providing the leadership strategic information on enrollment performance. Using enrollment retention data helps leadership to make strategic decisions by allowing them to accurately predict future enrollment trends. Retention data is accessed through Google Sheets found here:

<https://drive.google.com/file/d/1y7EdMeOhuUnd03zMM3AShVqqjcELSIEi/view?usp=sharing>

Measurable Objectives (Tactics)

JELS New Vision Areas serves as the school's five new strategies. Based on these strategies, tactics are built around them to guide specific actions that the school needs to take to improve our school's program and offerings to our stakeholders.

JELS Vision Area 1 - Christian Faith and Outreach - Measurable Objectives

JELS Strategic Planning						
Vision Area	5 Year Measurable Objective	3 Year Actionable Goal	1 Year Actionable Goal	Responsible Person(s)	Budget	Completion
Christian Faith & Outreach	Adopting new WELS Religion curriculum upon its roll-out.	<p>a. Check the status of the new WELS Religion curriculum and its publication date.</p> <p>b. Review the scope and sequence, and any available promotional materials.</p>	Check the status of the new WELS Religion curriculum and its publication date.	Principal, Academic Dean, Teachers	\$3,000 per year	
	Increasing the number of student participating worship services when they sing hymns to 50% of the entire student body consistently.	<p>a. Continue to carry out 1 Year Attainable Goal</p> <p>b. Increase the number of student participating worship services when they sing hymns to 25% of the entire student body consistently.</p>	<p>Adopt standard communication / Invitation procedure:</p> <p>-Initial invitation: beginning of the school year through sining schedule</p> <p>One month out reminder</p> <p>-2 weeks out reminder</p> <p>-1 week out reminder</p> <p>-2 days out reminder</p>	Principal, Pastor, Teachers,	\$0	
			<p>a. Review and revise the current mission statement to better suited for JELS's future ministry.</p> <p>b. The current eleven visions are consolidated to five visions.</p>	Principal, Education Elder	\$0	Completed in 2025
	Inviting every un/de-churched families in the school to attend worship, and Having 50% of them to attend the worship at least once in each school year.	<p>a. Every school faculty & staff fully understands the Gospel outreaching strategy as it is planned in the harvest strategy by faithfully review harvest strategy at Q1 PLC meetings in each school year.</p> <p>b. Each un/de-churched school family is personally invited to attend worship services at Jerusalem Lutheran School once in each quarter.</p>	<p>a. Revise the current harvest strategy.</p> <p>b. Share the updated harvest strategy with the faculty and staff in the school.</p>	Principal, Pastor, Outreach Elder, teachers, Staff	\$0	

JELS Vision Area 2 - Academic Excellence - Measurable Objectives

JELS Strategic Planning						
Vision Area	5 Year Measurable Objective	3 Year Actionable Goal	1 Year Actionable Goal	Responsible Person(s)	Budget	Completion
Academic Excellence	Improving the result of the ERB Standardized testing by more than 75% of Jerusalem Lutheran School students either at level, or above average compared to the average of Independence Norm.	<p>a. Continue to carry out 1 Year Actionable Goal</p> <p>b. Improving the result of the ERB Standardized testing by more than 50% of Jerusalem Lutheran School students either at level, or above average compared to the average of Independence Norm.</p>	<p>a. Test results are shared between the teachers, and reviewed to identify strengths and weaknesses.</p> <p>b. Identified weaknesses are addressed through the future instructions and assessments.</p>	Principal, Academic Dean, Teachers	\$2,000 per year	
	Rewriting the following curricula: 1. Math 2. Science 3. Social Studies / History	<p>a. The following curriculum is rewritten: 1. Math</p> <p>b. New resource for science is being studied, and selected.</p>	New resource for social studies/history is being studied, and selected.	Principal, Academic Dean, Teachers	\$8,000 per year	
	Adopting Standard (Proficiency) Based grading system for the following subject areas: 1. Music 2. Art 3. PE	a. PE Curriculum is re-written by aligning standards with learning objectives.		Principal, Academic Dean, Art/music/PE teachers	\$0	

JELS Vision Area 3 - Supportive Learning Environment - Measurable Objectives

JELS Strategic Planning						
	Vision Area	5 Year Measurable Objective	3 Year Actionable Goal	1 Year Actionable Goal	Responsible Person(s)	Budget
Supportive Learning Environment	Building expansion construction project that adds four new classrooms, new entry, lobby area, and offices takes place.	a. Capital campaign project concludes with minimum \$1 million.	a. tuition model is adopted to support the future projected expenses. b. Stewardship project takes place for the goal of raising funds for the project.	Principal, Pastor, Congregation President, and Expansion Committee	\$3.5 million - \$4 million	
	Removing asbestos from the entire building	Study the current location of the asbestos in the building, and generate the quote for removal.		Principal, Property Trustee	\$100,000	
	a. Increasing PreK to K retention rate to 90% b. Increasing K to grade 1 retention rate to 90% c. Maintaining retention rate between grade 2 to 8 at 90%	a. Increasing PreK to K retention rate to 85% b. Increasing K to grade 1 retention rate to 85% c. Maintaining retention rate between grade 2 to 8 at 90%	a. Increasing PreK to K retention rate to 80% b. Increasing K to grade 1 retention rate to 80% c. Maintaining retention rate between grade 2 to 8 at 90%	Principal, Academic Dean, Teachers	\$0	

JELS Vision Area 4 - Holistic Student Experiences - Measurable Objectives

JELS Strategic Planning						
	Vision Area	5 Year Measurable Objective	3 Year Actionable Goal	1 Year Actionable Goal	Responsible Person(s)	Budget
Holistic Student Experience	Reinstating the following extracurricular activities by working with the LCMS schools in the conference: 1. Academic Bowl 2. Public Speaking Contest 3. Any other new contest that the conference finds viable.	Reinstating the following extracurricular activities by working with the LCMS schools in the conference: 1. Public Speaking Contest		Principal, Academic Dean, teachers	\$500 per year	

JELS Vision Area 5 - Community Engagement and Growth - Measurable Objectives

JELS Strategic Planning						
	Vision Area	5 Year Measurable Objective	3 Year Actionable Goal	1 Year Actionable Goal	Responsible Person(s)	Budget
Community Engagement & Growth	Expanding the secretary position to full-time position by adding the responsibility of online presence and community relations (Keeping churches and school's website, SNS, communications, creating promotional posters, keeping in charge of prospect contact list, etc.)	a. Expanding the secretary position to full-time position b. Creating job description for full-time secretary position that would cover the secretarial work for the church and the school.		Principal, Pastor, Church Council	Additional \$20,000 - \$30,000 per year	

Review of the Measurable Objectives

An annual review of the mission, visions, and objectives will be held each year. The principal and the faculty will conduct the initial review and send recommendations to the church council. The church council will then review and propose changes to the congregation as needed.