



STRATEGIC PLAN

JUNE 2009 - JUNE 2011

Developed by the Keith All School Planning Team:
Parents, Alumni, Faculty and Staff, Board of Trustees,
and Students
September 2008 - June 2009

Board of Trustees Presentation and Review June 15, 2009 Board Meeting
Document Revised, September 16, 2009

CONTENTS

INTRODUCTION

OUR MISSION – OUR VISION.....	1
THE LAW	2
WHAT THE KCDS GRAD 2025 WILL LOOK LIKE.....	3
THE FIVE Rs TO SUCCESS	4
HOW WE ARE ORGANIZED	5
ACTION PLAN.....	6-10

APPENDICES: Available upon request – Transition Plan, Planning Calendar, History, Board Policies, State of School Finances, Enrollment, Finances, Debt, Salary and Benefits, Faculty/Staff ratio analysis, and By-laws.

OUR MISSION*

TO PREPARE CHILDREN

FOR

LIVES OF MEANING AND PURPOSE

OUR VISION

TO BE THE FINEST

INDEPENDENT, COLLEGE PREPATORY SCHOOL

IN THE REGION

* Mission and Vision approved by Keith Country Day School Board of Trustees, 2000

THE LAW

of the Keith School

TO BE TRUE

TO BE COURTEOUS

TO BE CHEERFUL

TO BE GENEROUS

TO BE RESPONSIBLE

TO BE REVERENT

TO BE BRAVE

From the Keith School Yearbook, 1925

KCDS GRADUATE OF 2025 WILL:

Execute the rights and responsibilities of good citizenship from a local, national, and global perspective.

Demonstrate the values of good character including integrity, honesty, tolerance, self-discipline, fortitude, courage, and responsibility for actions and outcomes and possess a selfless concern for the welfare of others.

Be a school, community, and family leader who collaborates well, has vision and goals, and pursues hopes and dreams.

Own an extensive understanding of core academic subject matter and be able to communicate and apply that knowledge with confidence.

Pursue through self-discovery their own unique interests, talents, and abilities in core academic subjects, languages, the arts, and athletics.

Possess a solid foundation in the fields of inquiry to be successful in continuing education throughout life.

Meet the challenges of global economic, technological, cultural, and environmental change

Be proactive, flexible, and innovative in thinking critically and solving problems as a confident, articulate, and effective leader.

*Developed and prioritized by the 2009 All School Planning Team.

The Five Rs of Success

The Five Rs must be known and understood by all of the Keith Country Day School Community to advance our mission and priorities.

RULES: Our bylaws, board policies, parent/student handbook, faculty/staff handbook, transition plan, 2009-2011 strategic plan.

ROLES: Our organizational chart, job descriptions.

RESPONSIBILITY: Live it daily using Rules and Roles documents and our evaluation tools, systems and accounting, operational, safety and security procedures.

RESOURCES: Facilities and equipment, personnel, tuition, contributions, community, and the world.

RELATIONSHIPS: The Keith team of parents and students, alumni, faculty and staff, community, and the world.

- ❖ Developed by the Keith Governance Planning team using leading organizational and NAIS documents and books.

ACTION PLAN

PRIORITY AREA 1: COMMUNICATIONS AND MARKETING: Keith is known as the premier college preparatory school in the region.

Required results:

Key Actions	By Whom	By When
1. Evaluate and redesign website for internal and public utility image	Gary	June 2010
2. Develop an alumni cultivation plan	Jeff/Gary	September 2009
3. Develop and implement annual marketing plan to increase student enrollment	Gary/Marcia	June 2011
4. Develop and execute a clear and consistent communications plan	Gary	September 2009
5. Establish internship program with local businesses	Marcia	September 2009

ACTION PLAN

PRIORITY AREA 2: TEACHING AND LEARNING: Keith School creates and maintains a superior education environment.

Action	By Whom	By When
1. Increase faculty compensation and create annual compensation to attract and retain exceptional staff (i.e. – “pay for performance”.)	Heads of Schools	March 2011
2. Require 8 clock hours of professional development per faculty member annually.	New HR Director	June 2010
3. Establish regular, monthly communication across all faculty to review grade level benchmarks and maintain consistency.	LS/MS/US Heads	August 2009
4. Expand technology plan to include: <ul style="list-style-type: none">• More computer classes; one per year (software related; i.e. web design, Access, Excel, etc.)• Upgrade facilities/classrooms with technology; \$X per year? (Hardware related)• Parent interface with website for interactive information access by July 2010.	Technology Committee	December 2009

ACTION PLAN

PRIORITY AREA 3: FACILITIES: Keith School maintains and continually improves facilities that are commensurate with the vision/mission of the school.

Action	By Whom	By When
1. Finalize the evaluation of the current facilities plan.	Facilities Committee	Dec 2009
2. Prioritize a list of needs and wants according to the facility evaluation plan.	Facilities Committee	March 2010
3. Appropriate endowment monies to the facility plan.	Board/Head	September 2010
4. Create a timeline for ongoing and future facility projects.	Facilities Committee	September 2010
5. Create a beautification committee consisting of the entire Keith family.	K.P.A.	September 2009
6. Develop Capital Fund Facilities Plan	Head/Faculty Committee	March 2010

-

ACTION PLAN

PRIORITY AREA 4: HUMAN RESOURCES: Keith School develops, implements, and maintains superior Human Resources practices.

Action	By Whom	By When
1. Create centralized administrative Human Resource “Department”/Function	Head	Fall 2009
2. Implement nationally recognized professional development plan	Head	June/Fall 2010
3. Develop and implement a competitive salary and benefits structure	Head	August 2011
4. Develop and implement a competitive benefits and salary survey	Head	June 2010
5. Develop, implement, and review employment policies, job descriptions, the personnel evaluation system and the Faculty and Staff Handbook	Human Resources	January/March 2010
6. Define the roles, accountability, and reporting hierarchy for LS, MS, US department heads	Head	January 2010
7. Develop and implement a communication system to educate and support the HR processes and plans	Human Resources	Fall 2009

ACTION PLAN

PRIORITY AREA 5: FINANCES AND GROWTH: Keith School is financially stable.

Action	By Whom	By When
1. Balance Budget and pay down debt.	Head	July 2011
2. Examine and implement best accounting practices and procedures for all activities	Head	Sept 2009
3. Hire a Development Director supported by a Development Team and implement the Development Assessment Study	Head	July 2009
4. Increase the endowment.	Development Director	July 2010
5. Evaluate alternative tuition/grant models.	Board	January 2010
6. Increase enrollment each year.	Admissions Director	January 2010