

Strategic Plan Steering Committee

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Kevin Reel, Head of School
Scott Berry, Trustee and Alumnus
Karla Grazier, Trustee and Parent
Amy Johnson-Smith, Faculty Member
Laura Whiteside, Trustee and Parent

2008 -2009 Board of Trustees

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Nori Madrigal, Faculty Representative

Trustee Emeritus:
Larry Gaddis

—The Board of Trustees ratified the Strategic Plan
on January 21, 2009.



The 2009 Strategic Plan



21 Broadmoor Avenue | Colorado Springs, CO 80906 | www.CSS.org

Introduction

As members of The Colorado Springs School community, we are at an important juncture in our evolution. We are at the cusp of building national academic prominence, greater athletic prowess, higher-level financial stewardship, greater responsibility for community leadership, and a more deliberate sense of purpose. We are in the midst of a renaissance of ideas, struck by a growing sense of hope and direction. It is in this context, and to address how we will step together in our evolution, that we have developed the 2009 Strategic Plan.

This Strategic Plan directs our implementation of the Mission of The Colorado Springs School over the next three to five years. The Board of Trustees, as long-range stewards of the school and its Mission, has sponsored the creative process for this Plan. Within that process, the role of each constituency has been acknowledged and respected.



The Process

This Strategic Plan is composed of six Goals and more specific Objectives outlining our intentions for meeting each Goal in the coming years. The Board of Trustees established the six Goals in May 2008. The Goals were then communicated to the broader CSS community, including faculty, staff, families, alumni, and neighbors. Each constituency was then invited to brainstorm possible Objectives for each Goal.

In fall 2008, the Board of Trustees established a Strategic Plan Steering Committee to usher forth the process of generating and prioritizing proposed Objectives and then presenting the completed Strategic Plan for ratification by the Board of Trustees. To begin with, the Steering Committee held four focus group meetings to allow faculty, staff, parents, and community members to submit possible Objectives for each Goal. Additionally, the Advancement Office sponsored similar focus meetings among alumni in various cities across the United States. Input was also solicited from faculty, alumni, families, and friends of the school through Board committee meetings and a community-wide on-line blog. The Steering Committee then began the process of combining and prioritizing the input into a set of realistic Objectives representing the best next path for the school. The Steering Committee has made every effort to produce Objectives that are practical yet inspirational, allowing for a reasonable number that will challenge us to be our best. The resulting Strategic Plan was submitted to the full Board of Trustees for ratification in January 2009.

The Strategic Plan represents the blueprint for the Board of Trustees and administrative team to use in creating action steps in the months to come. Because of the dynamic nature of school needs, these action steps need to be reasonably flexible and will be reviewed and adjusted annually. The meeting of the Strategic Plan Objectives through these action steps will be critical components in the charge of each Board committee and in the annual evaluation of the Board, the Head of School, and the administrative team.



The most profound impact of education lies at the intersection of content, context, relationship, and purpose.

—Kevin Reel, Head of School

The Plan

Mission-Centered

GOAL ONE

Cultivate an extended CSS community culture that embraces the values of the mission statement.

Our Mission:

“Through superior academics and mentoring, The Colorado Springs School prepares students to think independently and to meet the needs of a dynamic world with leadership, ingenuity, problem-solving skills, and personal integrity.”

The Strategic Plan affirms this Mission and sets it as the cornerstone of our growth in the coming years. The first goal of the Strategic Plan brings the Mission to the forefront in all we do. The singular Objective, while briefly stated, translates the Mission into a living document as we continuously measure our actions alongside each of the qualities expressed in the Mission.

1. Integrate and promote the qualities described in the Mission Statement within the operations and traditions of the school, alumni, families, and the broader community.



Focused Professionalism

GOAL TWO

Attract and retain the highest caliber faculty and staff.

Faculty and staff form the core of any strong school. This is particularly true at CSS where authentic relationships and mentoring with adults unveil and foster unique gifts in each student. The following four objectives will be our primary method of attracting and retaining the highest caliber of faculty and staff.

1. Create an endowed fund to support the compensation of faculty and staff.
2. Develop and implement a combination of salaries and benefits that is above the median of Front Range ACIS schools.
3. Create an endowed fund for professional development that provides revenue equal to or greater than 1% of the operational budget.
4. Create a Dean of Faculty position to strengthen efforts in faculty recruitment, mentoring, evaluation, and ongoing support.



The measure of community is cohesiveness. A joint searching for goals, direction, values and commitment.
—Margaret White Campbell, Founding Headmistress

Educational Excellence

GOAL THREE

Align the curriculum to best prepare students for a diverse and changing world.

We must constantly review how we prepare our students to meet the needs of the dynamic world they will inherit. As our teachers present each topic from an increasingly broader global perspective, we must ask the question, "Who is my neighbor?" What technical, linguistic, and interpersonal skills will our students need to succeed in this global "neighborhood"? How can our students develop the intellectual capacity and cultural acumen to make holistic decisions that encompass the broadest level of understanding? How do we build leaders who will exercise integrity, creativity, and responsibility for those in their charge? These are questions that The Colorado Springs School is poised to answer with the following Objectives.

1. Assess the relevancy of foreign language offerings, and revise the offerings based on the results.
2. Require an international ECS experience for graduation, and establish an endowed scholarship program to facilitate such a requirement.
3. Increase engagement on joint projects with students nationally and internationally.
4. Implement a comprehensive and cross-curricular program for technology education.
5. Create a sequence of experiences through the grades that teaches finance and commerce in a socially and environmentally responsible manner at the personal, community, and global levels.



There is an intimate and necessary relation between education and the process of actual experience.
John Dewey, in Experience and Education

Inspirational Environment

GOAL FOUR

Create a welcoming, healthy, challenging, and transformative learning environment.

The Colorado Springs School is rightfully proud of its academic achievements, high test scores, and college placements. However, we reach beyond this conventional role of a school and endeavor to build leaders of good character who can bring out the best in themselves and others. Each student discovers and expresses his or her unique gifts within a climate of warm welcome, genuine understanding of individuality, and appropriate risk-taking opportunities. In this environment, students not only excel as learners, but they are also transformed as individuals.

1. Design, fund, and renovate Maytag to create a wellness-oriented center of school life. Along with a dining hall serving nutritious food, this hub may include an expanded Learning Center, as well as centers for parent education, student tutoring, mentoring, and leadership. Counseling offices may also be housed in this central location.
2. Further develop and expand the Learning Team that is available as a resource for all parents and students.
3. Review the Master Plan with an emphasis on promoting program vision, safety, wellness, and a sense of welcome.
4. Develop and implement an integrated scope and sequence for wellness education that extends through all constituencies.
5. Build a positive athletic ethos based on personal growth and good sportsmanship.
6. Create programs and a culture that develops principled learning through accomplished interpersonal communication, civil discourse of issues, and recognition of the value and expertise within each individual.
7. Enhance faculty and staff diversity to reflect the communities we serve.



Financial Strength

GOAL FIVE

Financial Strength: Build a culture of financial stewardship.

Critical in delivering the Mission of the school long into the future is our ability to provide funding in addition to tuition. The school is on a path of financial strength that embraces a reasonable and responsible financial model, but it needs to be sustainable in even the worst economic conditions. To achieve long-term financial strength, we must experience a cultural shift that recognizes the need to care for the school over time, and in turn, care for the broader community. Such a culture of stewardship will certainly manifest itself in strong Annual Fund and Campaign participation levels, but it should also evolve into a manner of taking care of the school in a deeper, ongoing sense. Therefore, while this goal helps the school build financial vitality, it also pushes us towards a broader endeavor, helping to build a strong, enduring community at large.

1. Design and implement a comprehensive campaign, honoring the fiftieth anniversary of the school, to fund Strategic Plan Objectives in a manner that promotes a philanthropic culture among all constituents.
2. Develop a meaningful and effective mechanism by which parents and alumni can contribute time and effort to the operation of the school.
3. Promote a culture of philanthropy that teaches students how to contribute their time, talent, and financial resources to better their local and global communities.



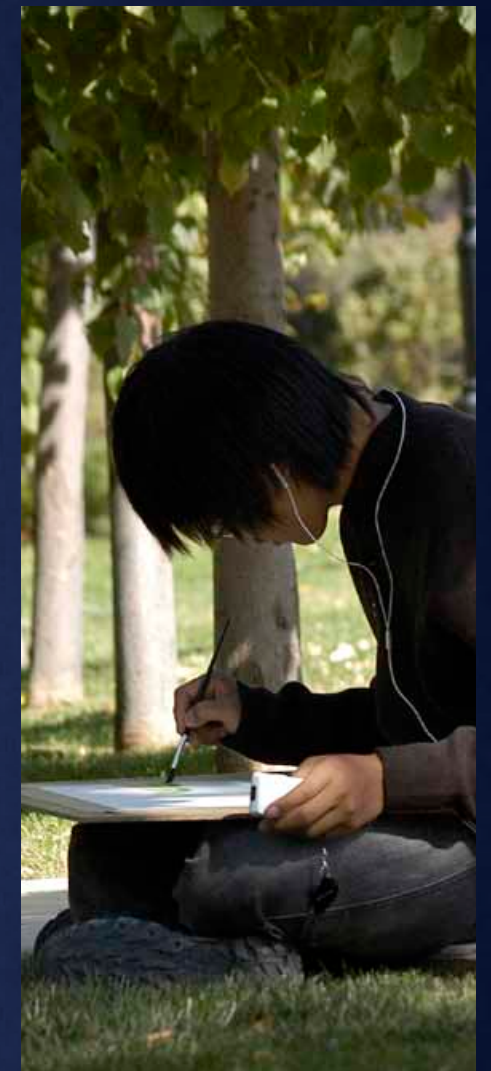
Community Awareness

GOAL SIX

Community Awareness: Achieve prominence as a top college-preparatory school with a unique and innovative program.

In our efforts to prepare students to meet the needs of a dynamic world, we strive to find the right fit for them in a wide range of colleges, including top-tier universities. Indeed, 100% of our students attend college, and 70% attend their first choice. This goal, then, addresses the need for CSS to be recognized for its current prowess as a college-preparatory school.

1. Establish the school as the local leader in college placement and the college admissions process.
2. Develop summer programs that increase local and national awareness of unique and innovative CSS programs.
3. Increase the global reach and reputation of the school by increasing the number of international homestay students in the Upper School.
4. Seek national recognition for unique and innovative programs.
5. Monitor the level of success recent alumni experience in college, and incorporate the findings into programs and marketing.



We've progressed from a society of farmers to a society of factory workers to a society of knowledge workers. And now, we're progressing yet again—to a society of creators and empathizers, of pattern recognizers and meaning makers.

*Daniel Pink, author of
A Whole New Mind*

