

2. Encourage their involvement in significant ways in the life of the School as volunteers. In this way, parents become important role models for their children of positive attitudes toward education and community service.
3. Build awareness of Carolina Day School as Asheville's preeminent comprehensive independent school, the value of an independent school education among our families, as well as in the Western North Carolina community, and with alumnae/i and supporters so that they are proud of the School and can clearly say why.

FACULTY:

Our strategy—to attract the finest faculty by making Carolina Day School the most desirable place for teachers to work in the Southeast—requires that we retain and encourage growth in the outstanding teachers we already have and continue to be the school where additional exceptional teachers most want to teach. Our goals are to provide:

1. Competitive pay and benefits.
2. A program that recognizes and rewards the many kinds of excellence in teachers.
3. A collaborative and supportive work climate that stimulates creativity in teaching.
4. Opportunities to serve as positive role models and to build meaningful relationships with students.
5. Expanded professional development and enrichment programs including the professional development and consultative services offered by the Key School and the Key Learning Center.
6. Training and support for the faculty to implement the further integration of technology into academic programs.
7. Facilities that provide the work environment and space for the programs and classes that our curriculum requires.

FISCAL RESPONSIBILITY:

In order to provide the resources to support this program, our goals are to:

1. Continue to strengthen the School's admissions and marketing efforts in order to reach an enrollment level that will achieve a balance among financial sustainability; racial, cultural, and religious diversity; program excellence; and a feeling of being a close-knit school community.
2. Operate according to a strategic financial plan that enforces the fiscal discipline needed to achieve our goals and that establishes a roadmap for funding annual operating needs, capital needs (including instructional technology, financial aid), and endowment. It should also provide direction for operating and capital reserves to ensure the long-term financial viability of the School.
3. Become more effective and creative in increasing endowment.

STRATEGIC PLANNING TASK FORCE:

John Van Wye, Chair

Jack Cecil
Robert Chandler
Peggy Daniels
Charles Gershon
Robin Goertz
Keith Love
Diane Milner
Joe Mouer

John Pfaff
Bev Sgro
Claudia Sherry
Russ Slipher
Frank Taylor
Elizabeth Tindall
Pam Turner



**CAROLINA
DAY SCHOOL**

*Asheville's Premier Comprehensive
Independent School*

1345 Hendersonville Road ♦ Asheville, NC 28803
828-274-0757 ♦ (fax) 828-277-8832 ♦ www.cdschool.org

DISCOVER

the promise

INSPIRE

the journey

CELEBRATE

the achievement

CAROLINA DAY SCHOOL

**STRATEGIC
PLAN**

2007–2008

Our core values and mission drive the Strategic Plan.

These values form the foundation of Carolina Day School's community. They build upon the century-long traditions embraced by all of the individuals and families who are or have been a part of our school community. And as we look toward the future, our core values will continue to sustain the School for generations to come.

Carolina Day School is a transformational culture in which the institution continuously evolves and grows stronger because each individual is challenged to engage in learning, to broaden perspective, and to realize potential.

We are a community of caring and celebration in which each individual's journey matters, and we celebrate personal growth, teamwork, and commitment to the greater community.

We foster the spirit of achievement through a rigorous college prep curriculum coordinated from pre-kindergarten through twelfth grade. This is enriched by our athletics, arts, and other co- and extra-curricular programs.

We cultivate an ethos of character development through our deep commitment to educating the mind, heart, body, and human spirit of each student in our community. We focus on four tenets throughout the entire school: respect and responsibility, integrity, a thirst for personal excellence, and compassion.

Carolina Day School is designed to accommodate approximately 700 students and consists of four divisions: the Lower School, the Middle School, the Upper School, and the Key School. We also have an outreach component, the Key Learning Center that serves as a community resource to educators and parents in the Western North Carolina region.

MISSION STATEMENT

Working in partnership with parents, Carolina Day School challenges young people to pursue their personal quest for excellence by engaging them in a rigorous college preparatory program and offering them opportunities to educate the mind, the heart, the body, and the human spirit.

STUDENTS:

Our strategy is to "raise the bar" constantly by engaging students in a rigorous college preparatory academic program that is coordinated across all grades and disciplines. We will provide a full liberal arts curriculum with the appropriate balance among academics, the arts, athletics, and character education. Our goals are to:

1. Set clear expectations and standards for students in all aspects of the Carolina Day School program — mind, heart, body, and human spirit — and articulate the ways it is integrated and coordinated across the grades as students progress through the fourteen years of their education.
2. Prepare students for success in college and life beyond by helping them develop the skills, knowledge, and habits of scholarship for a lifetime of learning. We have targeted three areas that will enhance the academic performance of our students: the development of critical thinking; a sequential approach to teaching study skills; and differentiation of instructional techniques to meet the needs of all students.
3. Create a richer and more comprehensive arts program across all grades with a well-developed curriculum in music, drama, visual arts, movement, and dance.
4. Provide opportunities for students to develop technology skills that support learning, personal productivity, decision-making, and daily life. We will address six areas to assure that students are gaining the skills needed to operate in today's increasingly complex world: basic operations and concepts; social, ethical and human issues; technology productivity tools; technology communication tools; technology research tools; and technology problem-solving and decision-making tools.
5. Expand our curriculum to ensure that our students are being prepared for a world in which countries and cultures are increasingly interconnected. We will address the vital importance of sustainability in five areas: environmental, demographic, financial, global, and programmatic (focusing on the skills and values the marketplace of the future will seek and reward).
6. Sustain the sound college guidance program to encourage students to explore a broad range of possible colleges and universities, to choose the ones that best fit their long-term goals, and to gain admittance to the finest institutions of higher learning throughout the country.

7. Capitalize upon our small class size and outstanding teachers to help each individual student explore all areas of learning, recognize her or his special abilities, and reach the highest level of achievement possible.
8. Maintain the very low student-teacher ratio of the Key School to offer specialized multisensory instruction that allows its students to close the gap between potential and achievement.
9. Utilize the resources of the Key School to provide students with strategies for learning in order to help them reach their full potential and provide direct support programs to students if they transition back into the regular academic programs.
10. Help students learn critical life skills and attitudes through regular volunteer service and the four tenets of our character education program — respect and responsibility, integrity, compassion, and a thirst for personal excellence. Our goal is to awaken a passion for learning and to help students develop the discipline, high standards, and motivation necessary to become independent learners and responsible citizens.
11. Continue our outstanding athletic program that encourages active participation by all students. In addition to the development of the mind and body, we believe that athletics teach many lessons: the value of interdependence and team spirit; an understanding of the relationship of practice to achievement; and the importance of lifetime fitness.
12. Support and expand the physical facilities, technology resources, and infrastructure of the School that support the academic, arts, athletic, and extra- and co-curricular programs.

PARENTS:

Our strategy is to work with parents encouraging their involvement in a meaningful partnership in the total education of their children and in significant volunteer activities. Our goals are to:

1. Exchange information with parents regularly to ensure that they and we clearly understand their student's progress and needs.