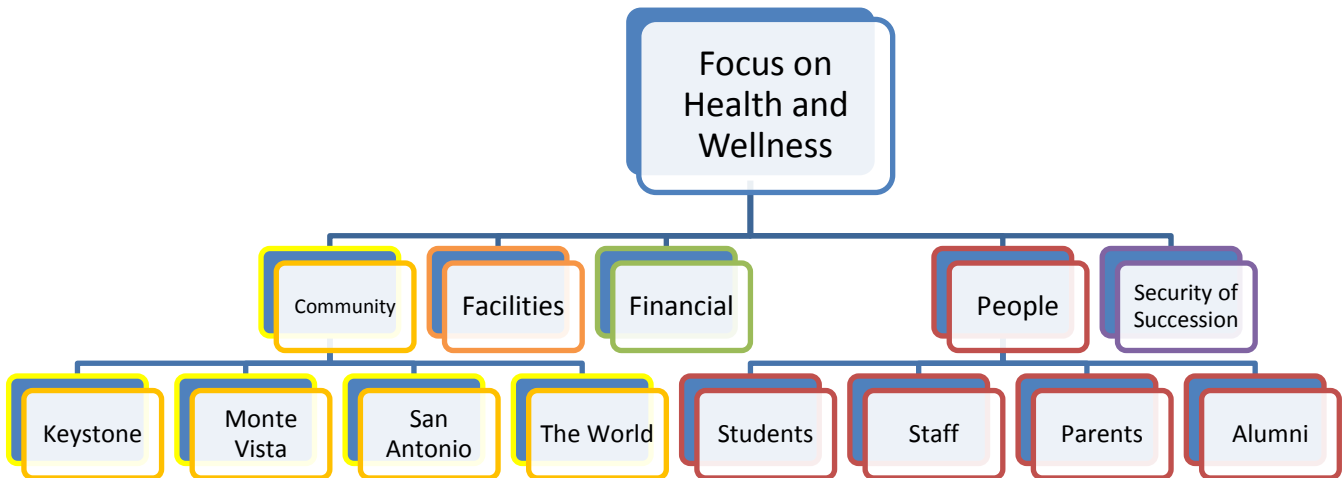


# Keystone School Strategic Plan: 2017-2022

## Mission, Vision, Focus, and Strategy Map

<b>Mission:</b>	The mission of Keystone School is to offer an accelerated K–12 curriculum to provide motivated students with a nationally recognized, well-rounded educational experience in a supportive, inclusive environment to encourage academic excellence, ethical growth, community involvement, and responsible leadership.
<b>Vision:</b>	To be an educational leader preparing students to make global contributions. <i>“Educating locally to lead globally”</i>
<b>Plan focus:</b>	Five year focus on health and wellness



# Keystone School Scorecard

<b>Mission:</b>	The mission of Keystone School is to offer an accelerated PreK–12 curriculum to provide motivated students with a nationally recognized, well-rounded educational experience in a supportive, inclusive environment to encourage academic excellence, ethical growth, community involvement, and responsible leadership.
<b>Vision:</b>	To be an educational leader preparing students to make global contributions. <i>“Educating locally to lead globally”</i>
<b>Plan focus:</b>	Five year focus on health and wellness

Strategic Objective	Objective Definition	Measure	Target	Initiative
<b>Improve People Health</b>	Pursue programs and actions that enable all members of the Keystone community to become healthier in mind, body, and spirit	Median number of sick days per student	Reduction of 1% annually through 2022	Offer Healthy lunch options
		Median number of sick days per staff member	Reduction of 1% annually through 2022	Improve marketing and alignment of workshops and speakers for parents for topics related to their own health as parents, as well as the well-being of their students
		Results to survey questions: The School is a safe, secure place	current: Parents 58% extremely satisfied, 93% satisfied. Staff 54% extremely satisfied, 100% satisfied Goal = maintain over 5 years	Task upper school staff with examining the needs for a sex-ed/health class, and to meet these needs either through existing structures or through a new course
		Results to survey questions: School atmosphere (caring, positive, supportive)	Parents: current 65% extremely satisfied, 97% satisfied. Goal = maintain over 5 years	Examine reasons for student desire for a weight room, and identify if there are viable mechanisms for meeting the perceived need
		Funds spent on medical supplies/services		Analyze homework loads and processes at all levels to determine if they are aligned with our internal guidelines, and adjust teacher expectations if they are not
				Convene a team of staff whose purpose will be to pursue this objective throughout the next five years

Strategic Objective	Objective Definition	Measure	Target	Initiative
<p style="text-align: center;"><b>Enhance Financial Health</b></p>	<p style="text-align: center;">Improve the long-term financial viability of the School</p>	<p>Reserve funds available for emergencies</p>	<p>10% of operating budget by 2025</p>	<p>Set aside 1% of operating budget each year for reserves</p>
		<p>Ratio of Endowment to operating costs</p>	<p><b>Current ratio 1:11.</b> Goal = 1:4 by 2022</p>	<p>Set aside 1% of operating budget each year for PRISSM</p>
		<p>Financial aid dollars as a % of total budget</p>	<p><b>currently 6.5%.</b> Goal to maintain 6.5%</p>	<p>Have an annual campaign involving students to increase endowment</p>
		<p>Alumni engagement in fundraising</p>	<p><b>Current = 6%.</b> Goal = 10% by 2017-2018, 12% by 2020-2021</p>	<p>Increase planned giving by 5 participants each year</p> <p>Create a fiscal literacy program for students</p>

Strategic Objective	Objective Definition	Measure	Target	Initiative
<p><b>Elevate Community Health</b></p>	<p>Become a champion for the Keystone community and for the communities around our School</p>	<p>Net promoter score from parents in surveys</p>	<p>current = 55 Goal of 60 by 2022</p>	<p>Increase Keystone presence at community events focused on health - Cyclovia, Rock-n-roll marathon</p>
		<p>Attrition rates at various grade levels</p>	<p>current = 2% better than national average Goal by 2022 - 3% better than national average</p>	<p>Create a summer school program</p>
		<p>Alumni engagement in fundraising</p>	<p>Current = 6%. Goal = 10% by 2017-2018, 12% by 2020-2021</p>	<p>Establish and publish a consistent calendar of alumni events/activities</p>
		<p>Number of student and staff hours spent on service annually</p>		<p>Convene a team of staff whose purpose will be to pursue this objective throughout the next five years - working to align volunteer time with impact, and to relate activities to programs of strength and/or emergence at Keystone - science fair, project C, etc...</p> <p>Start each day with a moment of mindfulness/chime/announcement</p>

Strategic Objective	Objective Definition	Measure	Target	Initiative
<p><b>Improve Facilities Health</b></p>	<p>Build, renovate, and create spaces that inspire learning</p>	<p>Size of PRISSM account</p> <p>Dollar value of deferred maintenance</p> <p>Places students rate as inspiring different types of learning in annual surveys</p>	<p>Currently 1% of operating budget. Goal of 5% of operating budget by 2022, 10% by 2027</p> <p>Currently \$200,000. Goal of \$0 by 2020</p>	<p>Provide a cafeteria with Healthy Food Options</p> <p>Construct a New Art Building/Renovate existing one</p> <p>Engage engineers and architects to examine options for the redesign/renovation of North Hall</p> <p>Set aside 1% of operating budget each year for PRISSM</p> <p>Engage in a campus-wide facilities use analysis</p> <p>Have our division heads explore reasons behind the desire for a librarian, and consider options to meet the needs identified</p>

Strategic Objective	Objective Definition	Measure	Target	Initiative
<p><b>Enhance security of succession</b></p>	<p>Increase the degree to which the School can maintain its quality in the event of staff retirement, turnover, or sudden loss</p>	<p>Number of functions at the school for which there is only one expert</p>	<p>0 by the beginning of 2017-2018</p>	<p>Create a process and procedures manual for the school</p> <p>Review/modify the transcript creation process</p> <p>Codify all routines and expectations of each position</p> <p>Create a working document for the Board of Trustees for succession planning</p>
<p><b>Miscellaneous</b></p>	<p>Additional items of strategic interest outside of Wellness theme</p>			<p>Explore the benefits of expanding the IPAD program to High School</p> <p>Add gaming/programming/coding class</p> <p>Explore the viability of and demand for a movie making class</p>

# Keystone School Scorecard Tracking Matrix

Strategic Objective	Objective Definition	Measure	Target	Data Source	How is data collected?	Who collects the data?	When is the data collected	Frequency	Data Display	Board Brief Date	Accountable Committee	Report Most Recent	Report 2016-17	Report 2017-18	Report 2018-9	Report 2019-20	Report 2020-2021		
Improve People Health	Pursue programs and actions that enable all members of the Keystone community to become healthier in mind, body, and spirit	Median number of sick days per student		Registrar's office	Daily attendance	Registrar/Division Heads	Daily	Yearly report	Table	May/August meeting	MSLC								
		Median number of sick days per staff member		Registrar's office	Registrar's Records	Registrar	Daily	Yearly report	Table	May/August meeting	MSLC								
		Funds spent on medical supplies/services		Business Ofc	Ledger line item	Bus. Manager	ongoing	Yearly Report	Table	May meeting	Financial Affairs								
		Results to survey questions: School atmosphere (caring, positive, supportive)	Parents: current 65% extremely satisfied, 97% satisfied. Goal = maintain over 5 years	Survey	Electronically	ISAS	Spring	Biennial	Table	every other August meeting	MSLC								
		Results to survey questions: The School is a safe, secure place	current: Parents 58% extremely satisfied, 93% satisfied. Staff 54% extremely satisfied, 100% satisfied. Goal = maintain over 5 years	Survey	Electronically	ISAS	Spring	Biennial	Table	every other August meeting	MSLC								
		Reserve funds available for emergencies	10% of operating budget by 2025	Business Office	Budget Item	Business Manager	ongoing	yearly	Table	August meeting	Finance Committee								
		Ratio of Endowment to operating costs	Current ratio 1:11. Goal = 1:4 by 2022	Business Office	Budget Item	Business Manager	ongoing	yearly	Table	August meeting	Finance Committee								
Enhance Financial Health	Improve the long-term financial viability of the School	Financial aid dollars as a % of total budget	currently 6.5%. Goal to maintain 6.5%	Business Office	Budget Item	Business Manager	ongoing	yearly	Table	August meeting	Finance Committee								
		Alumni engagement in fundraising	Current = 6%. Goal = 10% by 2017-2018, 12% by 2020-2021	Development Office	Records kept	Director of Development	year-end	yearly	Table	May/August meetings	Development Committee								

Strategic Objective	Objective Definition	Measure	Target	Data Source	How is data collected?	Who collects the data?	When is the data collected	Frequency	Data Display	Board Brief Date	Accountable Committee	Report Most Recent	Report 2016-17	Report 2017-18	Report 2018-9	Report 2019-20	Report 2020-2021		
Elevate Community Health	Become a champion for the world of and the worlds around our School	Net promoter score from parents in surveys	current = 55 Goal of 60 by 2022	Survey	Electronically	ISAS	Spring	Biennial	Table	every other August meeting	MSLC								
		Attrition rates at various grade levels	current = 2% better than national average Goal by 2022 - 3% better than national average	Admissions	Records kept	Director of Admissions	year-end	yearly	Table	August meeting	MSLC								
		Number of student and staff hours spent on service annually		Division Heads	Records kept	Division Heads	year-end	yearly	Table	August meeting	MSLC								
		Alumni engagement in fundraising	Current = 6%. Goal = 10% by 2017-2018, 12% by 2020-2021	Development Office	Records kept	Director of Development	year-end	yearly	Table	May/August meetings	Development Committee								
Improve Facilities Health	Build, renovate, and create spaces that inspire learning	Size of PRISSM account	Currently 1% of operating budget. Goal of 5% of operating budget by 2022, 10% by 2027	Business Office	Budget Item	Business Manager	ongoing	yearly	Table	August meeting	Finance Committee								
		Dollar value of deferred maintenance	Currently \$200,000. Goal of \$0 by 2020	Business Office	Budget Item	Business Manager	ongoing	yearly	Table	August meeting	Finance Committee								
		Responses to annual survey on quality of spaces		MSLC	Survey	MSLC	year-end	yearly	Table	May meeting	MSLC								
Enhance security of succession	Increase the degree to which the School can maintain its quality in the event of staff retirement.	Number of functions at the school for which there is only one expert	0 by the beginning of 2017-2018	head of School		Head of School	August Meetin	Yearly	statement of compliance	August Meeting	Finance Committee								
Miscellaneous	Additional items of strategic interest outside of Wellness																		