



Canterbury School

Strategic Plan

(2009 - 2012)

June 12, 2009

Mission: Canterbury's mission is to develop the whole child by challenging the mind and nourishing the spirit in a diverse community guided by Judeo-Christian values.

OVERVIEW

Since its establishment in 1993, Canterbury School has sought to educate the whole child by extending its program beyond the purely academic to provide an educational experience that nourishes the mind, body, and spirit. The Board of Trustees and the Administration of the school recognize that continued success in fulfilling our mission requires thoughtful, deliberate, and continuous planning. This document represents the initial results of the school's most recent strategic planning initiative and reflects our belief that a dynamic educational institution must remain true to its core values, while responsive to ever-changing needs, influences, and opportunities.

PLANNING PROCESS

Throughout the fall and early winter of the 2008-2009 academic year, Canterbury School's Board of Trustees engaged in a series of discussions surrounding the future and direction of the school. These discussions culminated in the creation of a Strategic Planning Committee composed of current and past board members, parents, community friends, and staff- and the retention of strategic planning counsel to assist the school in this process. The Strategic Planning Committee met on numerous occasions over the past months, and the Committee's initial findings are outlined below.

At the outset, the Committee's investigations affirmed that Canterbury School offers the finest education for students in kindergarten through the eighth grade in Greensboro. The school's strong academic program, its commitment to spiritual development, its K-8 structure, its belief in the value of diversity, and its small, intimate community all combine to form an educational experience that is unrivaled by any school in the area. In order to satisfy its responsibility to its students, Canterbury, like all strong schools, should evaluate itself constantly and establish measurable goals and priorities that ensure its ability to deliver its mission in a changing environment.

A school's mission and purpose should direct any planning initiative. Often, a review of a school's mission constitutes a condition precedent to the strategic planning process. In Canterbury's case, the Strategic Planning Committee evaluated and affirmed the school's Mission and Statement of Philosophy, which then informed the process and the priorities that follow. This

documents outlines what the Committee believes to be the most pressing issues and opportunities facing the school at this time, as well as the strategies that will help Canterbury continue to fulfill its Mission.

It is worth mentioning that the goals and strategies that follow do not represent an exclusive list of the school's priorities. The Committee considered many worthy priorities on which to focus our strategic plan. Such things as spirituality, the recognition of the body as an important part of the whole child, and the retention of an outstanding faculty are examples of things important to our school but are not necessarily strategic priorities for the school at this time.

The Committee feels strongly that the strategic process should focus solely upon strategic priorities- those long-term objectives that are essential to the school's mission and responsive to a changed and changing educational environment. Strategic priorities are different from operational or managerial priorities, which concern the daily operations of the school and remain within the purview of the Head of School. Therefore, it is important to note that there are other important institutional goals not mentioned in this document that will be addressed by the Head of School.

The Committee also believes that the school should not rigidly adhere to goals that changing circumstances might render obsolete. To that end, the Board of Trustees has agreed to initiate a process that will allow the school to review and edit this plan on an annual basis and to incorporate a strategic planning process into the Board's annual work. Finally, the Committee feels that this plan needs the input and support of the entire Canterbury School community. While the economic conditions under which we are launching this plan are difficult, we believe that the time is right to identify those strategic goals, which will allow us to fulfill our mission in the future. Our students deserve the kind of preparation only Canterbury can provide, and the world needs the kind of thoughtful, competent, and caring students we graduate.

STRATEGIC GOALS

Goal 1: Educational Excellence

Educational Excellence should stand at the center of any school's plans. In its brief history, Canterbury has managed to establish distinctive educational programs, which are guided by a culture that celebrates the process of learning, fosters life-long learners, and is based on the best practices of a professional learning community. As is always the case, however, Canterbury must continue to evaluate ways in which its programs should develop to meet the needs of its students and remain current with educational developments. The Strategic Planning process presents the opportunity to prepare Canterbury School for the future, to further enhance the value of the education that it provides, and to distinguish the school from other schools in the area. To this end, the Committee has identified for enhancement four areas of the school's current programmatic offerings.

Strategy: Enhance Canterbury's middle school program to advance the school's reputation, ensure that students are well prepared for the next level, and differentiate the school from others in the Greensboro area.

Strategy: Continue to develop the school's vibrant K-8 Arts program by capitalizing on the opportunities now available through the school's new facility.

Strategy: Emphasize character and leadership education by developing additional innovative elements in the curriculum.

Strategy: Infuse technology throughout the lower school day by using more fully the technology resources currently available to classroom teachers.

Goal 2: Diversity & Inclusivity

Since its founding, Canterbury School has recognized the essential role that social, economic, racial, cultural, and religious diversity plays in an educational community. In fact, Canterbury values diversity so fundamentally that this commitment is part of the school's Mission and Statement of Philosophy. But for Canterbury, diversity alone fails to fulfill the ideals of an Episcopal school community. Thus, Canterbury also feels that inclusivity- the sense of acceptance that all families should feel once they become members of the Canterbury School community- is of equal significance.

The reasons for this commitment are numerous. Understanding and accepting people of diverse cultures and backgrounds constitute an adherence to Christian and Episcopal values and teachings. But there are more fundamental reasons why educational communities should be diverse and inclusive communities. Diverse and inclusive communities dispel stereotypes and foster awareness and understanding. Studies demonstrate that diversity and inclusivity promote positive learning outcomes and better prepare students for an increasingly diverse workforce. Furthermore, American businesses have articulated that the skills needed in today's global marketplace can only be developed through diversity.

For these reasons, the Strategic Planning Committee feels that it is necessary to build upon the school's efforts to develop a diverse and inclusive community by appealing to families from a wide array of social, economic, racial, cultural, and religious backgrounds.

Strategy: Educate the entire community on diversity as a core value in Canterbury's educational and Episcopal mission.

Strategy: Design a recruitment plan for both students and faculty of diverse backgrounds in order to build upon Canterbury's strong history of diversity.

Strategy: Develop a process to achieve the diversity and inclusivity goals of the school as established by the Board of Trustees.

Goal 3: Integrated Marketing

As Canterbury deepens its commitment to both the internal and external communities, an effective marketing plan represents an essential tool in helping the school build awareness, understanding, and support for its mission and program. The school should, therefore, continue to promote itself as a compelling choice to a wider audience by focusing on its distinct programs, Episcopal identity, core values, and vibrant sense of community.

Strategy: Canterbury School will develop a comprehensive marketing and communications program that presents consistent language and message in order to enhance the school's visibility, identity, reputation, and distinct competency in the community.

Goal 4: Sustainability & Stewardship

Boards of Trustees in independent schools are charged with “preserving the school for their children’s children.” Preserving for the future requires sound fiscal health. Our ongoing commitment to provide each student with an excellent educational opportunity, which engages the mind and nourishes the spirit, requires clearly articulated financial goals and a plan to reach those goals. To this end, the Committee feels that Canterbury should develop a financial plan that enables the school to secure revenue adequate to meet the ongoing operational, capital, and endowment needs of the school.

Strategy: Enroll the maximum number of students, based on educational philosophy and budget requirements, who are most likely to benefit from and contribute to the school’s mission and purpose without compromising the benefits of Canterbury’s intimate community, academics, and related programs.

Strategy: Establish a plan to manage and reduce the school’s current debt.

Strategy: Increase alumni involvement in the life of the school.

Strategy: Incorporate and operate a sustainable and environmentally responsible school.

Strategy: Increase the school’s endowment to \$8 million as a means of reducing the burden on tuition income to fund financial aid, program enhancements, and faculty compensation.

Strategy: Insure that through effective governance the mission, vision, and strategic initiatives of the school are pursued and consistently implemented.

Strategic Planning Committee

Ray Berry (*Planning Committee Chair, Canterbury Board Member, Canterbury Grandparent*) rayberry@thefreshmarket.net

Rev. Wendy Billingslea (*Canterbury Board Member*)
wbillingslea@standrewsgreensboro.com

Kathy Hanson (*Strategic Planning Counsel*) hanson@martsandlundy.com

Rev. Russ Ingersoll (*Incoming Canterbury Board Member, Former Episcopal School Head*) rustyi@zebray.com

Burns Jones (*Head of School*) jonesb@canterburygso.org

Andy Lee (*Canterbury Board Member, Current Canterbury Parent*) andylee@triad.rr.com

Kathleen Smith (*Director of Advancement*) smithk@canterburygso.org

Penny Summers (*Assistant Head of School*) summersp@canterburygso.org

Marsha Tice (*Canterbury Board Member, Current Canterbury Parent*)
mtice@triad.rr.com

Isaiah Ugboro (*Canterbury Board Member, Current Canterbury Parent*) egulu@aol.com

Jim Weeks (*Former Canterbury Board President*) jim_weeks@uncg.edu

Kelly Wesney (*Canterbury Teacher*) wesneyk@canterburygso.org

Susan Williams (*Incoming Canterbury Board Member, Current Parent*)
susan_1_williams@vfc.com

Ed Winslow (*Canterbury Board President, Past Parent*) ewinslow@brookspierce.com