



# FRAMING

# OUR FUTURE

STRATEGIC PLAN *for* RAVENSCROFT

# Ravenscroft thrives because of extraordinary people.



We are an institution of teaching and learning with a distinctive curriculum, innovative technologies, a beautiful campus and vibrant community. **AND WHAT POWERS EVERYTHING WE DO IS OUR PEOPLE.**

A diverse collection of **EXTRAORDINARY INDIVIDUALS**: students, faculty, staff, alumni — and all of their families and our supporters.

As we lay out our strategic vision and goals for framing our future and serving the contemporary needs of students, every priority is directly connected to the people in our community.

**THOSE WHO GIVE US PURPOSE AND WHO EMPOWER OUR MISSION.**

Members of the Ravenscroft community,

Ravenscroft has always dared to dream big dreams and then worked hard together to achieve them. In the words of longtime Ravenscroft board member and visionary Fran Pugh, “Everything we do, we do for the kids.”

*Students* are at the center of all we do and at the core of our mission:

**The Ravenscroft community, guided by our legacy of excellence, nurtures individual potential and prepares students to thrive in a complex and interdependent world.**

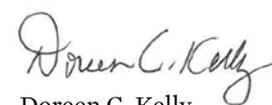
The most consequential way for our community to collaborate on a shared vision for the school is through a strategic plan — and Ravenscroft revisits our plans for the future regularly. Throughout 2021, in partnership with our Board of Trustees and the Leadership Team, we conducted research and sought feedback from our academic community, alumni and parent groups to help shape and inform Ravenscroft’s strategic direction, establishing a new plan for our future that will allow us to best meet the contemporary needs of students over the next five years.

“Framing Our Future — 2022 Strategic Plan for Ravenscroft” underscores our community’s commitment to providing educational excellence, cultivating citizen leaders and emphasizing health and wellness.

With priorities focused on the extraordinary people in our community — those that come together and allow us to deliver on our mission — Framing Our Future will meet the needs of students of today and tomorrow by sustaining and growing our robust and talented team of professionals, strengthening our student-centered curricular programming, building upon and enhancing relationships within our community and planning our institutional sustainability for the current and future generations.

We invite you to explore this vision of what comes next for Ravenscroft. Framing Our Future provides us with a blueprint for success that is both purposeful and adaptable — building on the agility and aspiration that have ensured our success over the past five decades on this campus.

Sincerely yours,



Doreen C. Kelly  
Head of School



Amy M. Batten  
Board Chair



Nothing is more important to the Ravenscroft mission than the inspirational talents of excellent teachers and the essential support of our dedicated employees. As a diverse community of skilled and caring professionals, we come together to nurture the potential of each student in an environment that is challenging, accepting, adaptive, respectful and honest.

**To support and nurture our present and future professional teams, we will:**

- Attract, retain and support high-performing individuals who are committed to the unique independent school environment
- Ensure that we offer competitive salaries and benefits as well as mentoring and support programs
- Focus on diverse representation in our recruitment and hiring of outstanding teachers and staff

# OUR PROGRAMS



At Ravenscroft, our student-centric curricular programming is shaped by collaboration, enriched by the arts, interwoven with health and wellness and anchored in citizen leadership development. We believe the ideal learning environment for children catalyzes their curiosity, develops their skills and knowledge and gives ample opportunity for scholastic, athletic and artistic expression.



We believe Ravenscroft is able to prepare each student to maximize their educational opportunities while prioritizing health and well-being. We foster a culture of wellness while helping students develop the skills and tools necessary to navigate emotional challenges in a complex world.



We believe in nurturing the individual potential of students while ensuring every member of our community feels welcomed, accepted, known and cared for. Our faculty and staff strive to be culturally competent and establish connections with all students.

To support and vitalize our present and future programs, we will:

## STRENGTHEN LEAD FROM HERE

- Evolve and enhance Lead From Here — the distinctive framework through which our teaching and learning takes place — developing skills such as collaboration, accountability, strategic thinking and empathy
- Offer meaningful off-campus opportunities such as internships, service learning and field trips to further develop students' Lead from Here competencies
- Research and consider developing a Ravenscroft Faculty Fellows Program to address the needs of independent school education and build a pool of talent that can help evolve the future of Lead From Here

## STRENGTHEN STUDENT AFFAIRS & WELLNESS

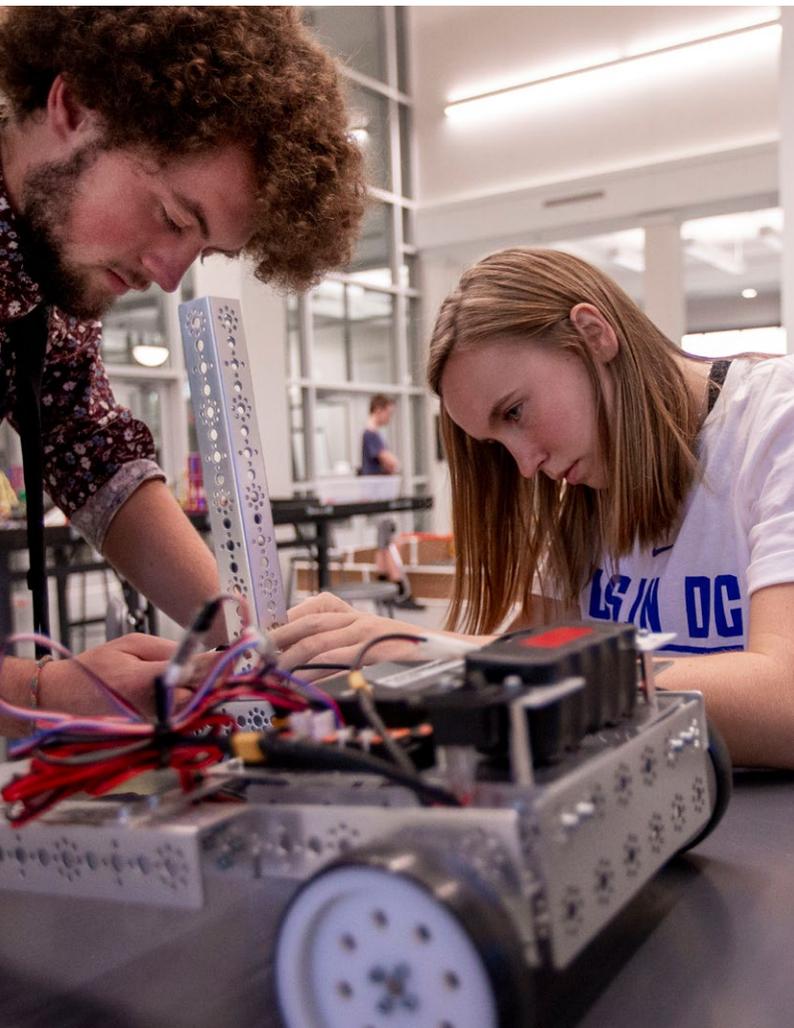
- Infuse wellness and mindfulness practices into daily life for students and staff
- Develop a yoga/meditation elective for both Middle and Upper School students
- Expand mental health services for students by adding a clinician to our counseling department and increasing availability of timely crisis support
- Give all faculty and Middle and Upper School students Mental Health First Aid training to allow for greater likelihood of early intervention
- Prepare seniors to thrive in a complex world through a transition program that includes education on mental health, safety on college campuses, basic life skills and career counseling



## STRENGTHEN DIVERSITY, EQUITY, INCLUSION & BELONGING

- Partner with the Center for Creative Leadership to integrate diversity, equity, inclusion and belonging concepts in Lead From Here training programs for faculty and staff, students and families
- Prepare students to engage in civil, constructive, empathetic conversation about complex topics
- Expand the student peer facilitator training for Upper School and Middle School students
- Complete an audit of diversity practices and cultural competency and create a plan to address deficiencies

“ Students are at the center of all we do and at the core of our mission.”



### **STRENGTHEN INNOVATION & TECHNOLOGY**

- Centralize our Middle and Upper School Innovation Design Engineering (IDE) programs within the Keim Center to promote collaboration and mentorship between faculty and students and broaden the scope of programming
- Enhance the equity of our one-to-one device program to provide every student standard high-quality technology and devices that allows them to engage with our curriculum across a variety of disciplines
- Develop esports programming and a complementary learning lab that empower students to enhance their technology skills, compete in competitions and contend for noteworthy scholarships

### **STRENGTHEN ARTS EDUCATION**

- Celebrate the power of the arts to give students exciting ways to interact with a world of ideas, diversity of expression and various creative media
- Support excellence in PreK-12 arts programming as a way to study and practice art while honing creative problem-solving skills in a way that crosses cultures, interests and abilities

# OUR PROGRAMS



- Invite alumni and local artists to offer students guidance and encouragement while sharing their personal experiences
- Increase innovative technology resources that foster creativity in visual, dramatic and musical arts

### **STRENGTHEN ATHLETICS**

- Champion lifelong health, discipline, sportsmanship, communication, teamwork and school spirit through a complete physical education and interscholastic athletics program
- Develop a plan for an athletics intramural after-school program for students in grades four through six that supports a healthy, physically active lifestyle and cultivates the next generation of athletes at Ravenscroft and beyond
- Work with student-athletes to further develop a gender-equitable experience for all athletes across all sports, including a gender-equitable strength and conditioning program
- Review and establish best practices for successful coaching at Ravenscroft that meet the contemporary needs of student-athletes and adhere to Ravenscroft's Lead From Here values
- Develop a consistent approach to the advocacy of college-bound student-athletes



One of the most important aspects of a child's learning journey is the relationship that exists between the student, school and home. We know the importance of — and place a high priority on — cultivating meaningful and effective relationships with all members of our community to best serve the needs of our students. These relationships not only support and further the educational experience, they also establish a lifelong connection to Ravenscroft and our community.

**To support and vitalize our present and future relationships, we will:**

**STRENGTHEN PARENT & GUARDIAN ENGAGEMENT**

- Ensure parents/guardians understand the many ways Ravenscroft's programming helps them develop well-rounded students and realize their plans for their children
- Embrace new families with enthusiasm to improve their earliest experiences with Ravenscroft
- Provide parent/guardian education resources and a series that spans topics including Lead From Here, Student Health and Wellness, and DEI&B
- Promote a sense of belonging and connection to Ravenscroft through family participation in their child's learning journey
- Create new pathways of engagement and volunteerism that are sensitive to the busy lives of today's families
- Seek input and feedback from parents/guardians to gauge and understand their expectations and satisfaction

**STRENGTHEN ALUMNI & ALUMNI FAMILY ENGAGEMENT**

- Demonstrate how much we value our alumni's legacy of excellence and involve them in the life of the school today
- Develop and deliver a new Alumni Strategic Design Plan and an alumni governance model that ensure the representation of all alumni and support identified engagement efforts
- Focus on comprehensive alumni engagement in our communications, events and philanthropy



Fully funding our distinctive programs is essential to our ability to fulfill our mission and to continue building on our legacy of excellence. In order to ensure Ravenscroft's institutional sustainability for future generations of learners, we will evaluate our ongoing revenue opportunities, drive philanthropic support, assess market demands and continue strengthening our reputation and brand.

**To support and vitalize our present and future institutional sustainability, we will:**

- Prepare and position the school to launch a major campaign with a compelling message to support programs and other strategic priorities
- Create a philanthropic community mindset through partnering with admissions, communications, and alumni and parent groups
- Examine our strategic demographic modeling process and incorporate those insights into financial planning
- Expand and enhance revenue opportunities by further opening campus to the broader community through Auxiliary Programs and Summer Camps
- Enhance and update Ravenscroft's visual identity and style guide, establish guidelines for inclusive/equitable language and empower community members to be positive advocates for enhancing the school's reputation



RAVENSCROFT

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