

# Strategic Plan 2018–2023



The Vision for Harbor Country Day School  
Charting Our Course Together







## Portrait of Harbor

Founded in 1958 by conscientious parents, Harbor Country Day School provides a dynamic, academically enriching independent day school experience for PK3 students through grade eight.

Harbor's beautiful, 11-acre campus is located on Long Island's north shore, nestled in the quiet village of Head of the Harbor. With its legacy of blending tradition with innovation, Harbor nurtures happy, confident students who are encouraged to strive for excellence, embrace their natural curiosity, and interact respectfully with others. Our approach is to educate the whole student in an environment where every facet of a child's learning experience is enriched with proven, differentiated-instruction techniques incorporating 21st century skills. Traditional methods of teaching are enhanced with leading-edge strategies and curricula to inspire the children, cultivate their talents, and empower each to achieve at the highest possible level.

Harbor offers a warm and supportive environment in which children thrive under the guidance and personal attention of skilled and dedicated faculty and members of the administration. Harbor provides an educational experience rich in both academics and life lessons. Harbor Country Day School's goal is to give students an experience, not just in academics, but also in life, one that builds character and leadership. Our graduates go on to succeed in their secondary and college education, careers, and life. Many of Harbor's alumni have gained prominence in business, public service, education, science, and the arts.

Harbor Country Day School is chartered by the New York State Board of Regents and is accredited by, and a member of, the New York State Association of Independent Schools (NYSAIS). It is a non-sectarian, non-profit organization under section 501(c)(3) of the IRS Code governed by a self-perpetuating board of trustees.



Harbor Country Day School, September 1958





## Portrait of a Graduate

Harbor graduates are fearless learners.

They possess the moral and ethical foundation that prepares them to exhibit compassion and tolerance in a global community.

Harbor graduates are culturally experienced and conversant in the humanities.

They are reflective leaders who negotiate effectively.

They are prepared to fulfill their best dreams because they view themselves as works in progress.







First Headmaster, Spencer P. Kennard

## From humble beginnings...

In 1957, several families from St. James and surrounding communities gathered to discuss the importance of education and an alternative to the public school system. Collectively, the families decided to purchase the famed Alice Throckmorton McLean estate on Three Sisters Road in Head of the Harbor, and to turn the mansion into a small, independent, nonprofit school. One year later, they opened Harbor Country Day School.

Within three years, the original student body of 38 had grown to 100 students and the defining culture of the school had clearly taken shape. Now, 60 years later, that child-centered, compassionate culture continues to drive the curriculum at Harbor.

## Our School Community Today

We believe in and celebrate the inherent goodness of children, providing the time, space, and resources for them to be young while constantly evaluating what, how, and why we teach. We strive to create an academically challenging and supportive school environment where children are resourceful and creative problem-solvers who know how to work well with others. They develop a solid foundation of academic skills as self-advocating, self-aware, confident, and independent students. We aspire to cultivate an environment where everyone is respectful, creative, curious, compassionate, collaborative, and kind.

With relationships between and among all members of our safe and convivial community being key to the success of each child, Harbor is committed to supporting the passions and unique qualities of each child.





**Harbor cherishes childhood, cultivates wonder  
and inspires confident learners and leaders.**



## Harbor Country Day School Strategic Plan

Honoring our history and drawing upon our unique and varied strengths, the Harbor Country Day School Board of Trustees and school leadership have established five key goals to position Harbor to become a premier elementary, independent day school in the region. Providing a reputable and vigorous academic environment for our students, taught by an impassioned faculty in a historic setting, supported by a sound financial foundation, we will continue to grow and thrive. Setting a dynamic course with new leadership and with increased enrollment, we are excited and eager to enter this next phase of Harbor's growth and development.







## Goal 1: Strengthen our Financial Foundation

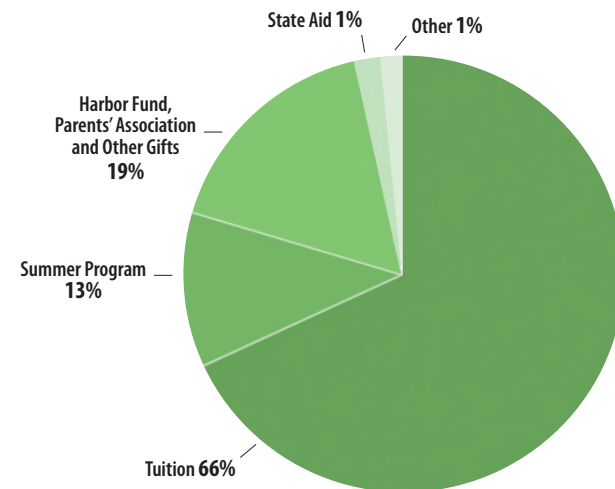
🌿 Address key areas of our financial foundation: endowment, faculty salaries and benefits, tuition assistance, programmatic needs, and building and grounds

🌿 Grow the school's endowment by creating a multi-faceted Tulip Knoll Endowment, and design a multi-year budget to meet the expanding needs of our school program and faculty

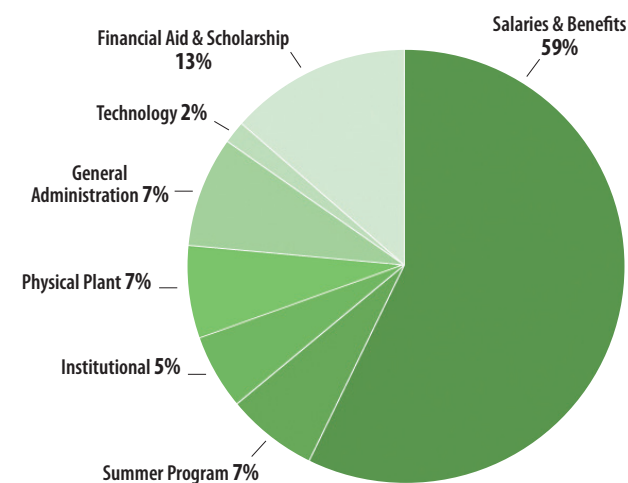
🌿 Bolster giving to the Harbor Fund



2017-2018 Revenues



2017-2018 Expenditures



## Goal 2: Support and Empower Faculty and Staff



🌿 Recruit, hire, and retain teachers who love working with children, are experts in their fields, and are life-long learners themselves

🌿 Continue to improve and enhance the compensation and benefit package to draw and keep the best teachers in their fields here at Harbor

🌿 Maintain a professional development program, internally and externally, that supports the faculty and staff, as it stays current with best practices that are aligned with state-of-the-art educational thought, and one that includes a faculty evaluation program

🌿 Institute an enhanced program to guide parents and students through the secondary school placement process





## Goal 3: Foster an Innovative Educational Program

☀️ Promote an academic program that teaches traditional academic skills in an innovative setting, where students are collaborative and creative, as well as independent and resourceful learners

☀️ Provide the necessary resources for teachers to create dynamic, experiential, and engaging classrooms

☀️ Develop a strategic plan for our technology curriculum that is integrated throughout the school and teaches current programmatic offerings

☀️ Advance a pedagogical philosophy that promotes student-centered, hands-on, project-based learning

☀️ Implement a cross-curricular method of teaching using a STEAM philosophy that combines science, technology, engineering, the arts, and mathematics through student-centered, inquiry-based projects that develop real-world skills

☀️ Analyze regional demographics and opportunities for international students to assess the best composition for Harbor



## Goal 4: Modernize our Campus and Physical Plant



☀️ Ensure Harbor's campus supports its history, educational goals and mission

☀️ Build a state-of-the-art STEAM Center that will house new science labs, a MakerSpace studio, robotics equipment, a kiln room, and the school library

☀️ Build an efficient parking and drop-off/pick-up area

☀️ Modernize the main building, while maintaining its historical warmth and charm


☀️ Update playing fields to align with Harbor's physical education program









## Goal 5: Enhance Internal and External Communications

 Broadcast the strengths and successes of our program as a premier independent, elementary day school on Long Island

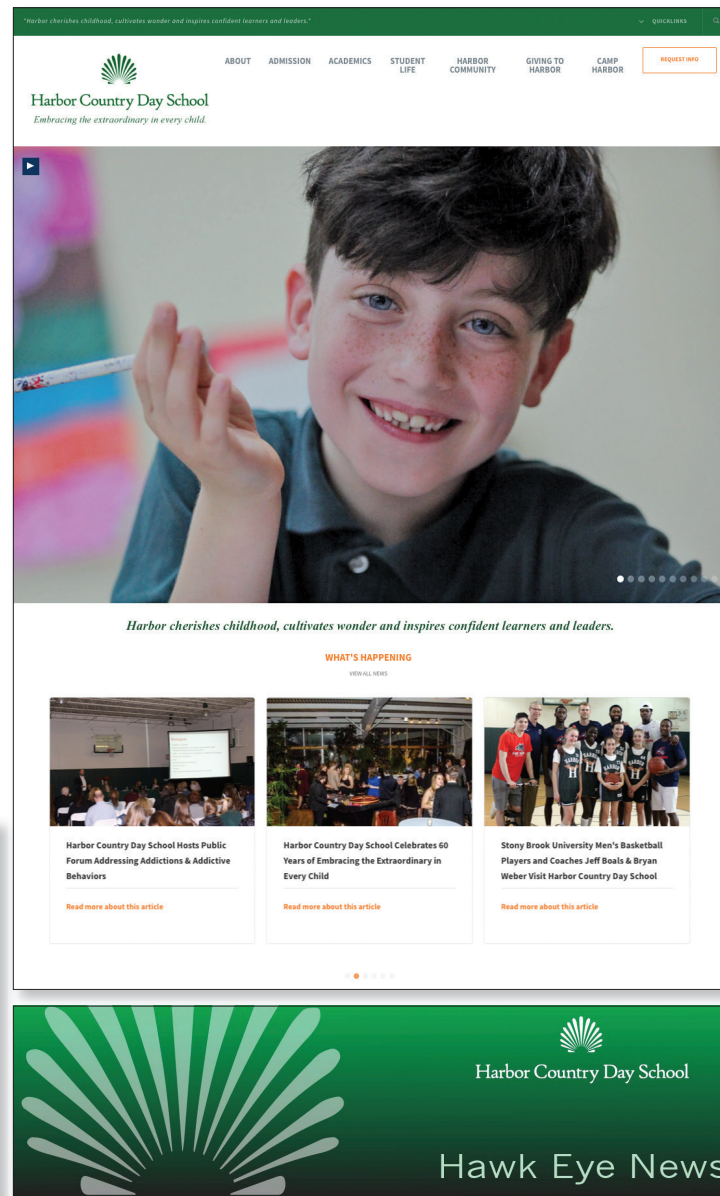
 Publicize and communicate the advantages of Harbor's broad program through our website, social media, and local media outlets

 Expand and deepen our connections with our past parents, alumni, and former trustees and monitor and share news about the progress and lives of Harbor's alumni

 Optimize our lines of communication within the school and between the teachers and families

 Explore partnerships with local independent schools to integrate curriculum development, athletics, and professional development

 Consider expanding reach to include international communities



## The Vision for the Future

Harbor Country Day School's 60-year history of academic rigor, innovation, and compassion makes us who we are. Our traditions are interwoven throughout virtually everything we do at Harbor and will continue to guide us as we take the steps outlined in this strategic plan.

To ensure that we achieve the goals detailed herein, the board of trustees and school administration will constantly evaluate our progress along the way. Throughout the next five years, we will:

- Assess the true cost of achieving these goals and monitor our current capacity to accomplish them;
- Ensure that we have the sufficient staff and financial support necessary, whether through our revenue stream or other means; and,
- Continually review our priorities to ensure that we are on track for success in each of the five areas.

As we accomplish each of these objectives, the net result will be a Harbor Country Day School like nothing we have been before. With your support and the support of the entire Harbor community, we will be charting the course for an outstanding future for each and every child who will walk through the halls of Harbor for the next 60 years and beyond.





# Harbor Country Day School

*Embracing the extraordinary in every child.™*



*Should you find yourself with any inquiries or the desire to make a pledge, we warmly encourage you to reach out to the Advancement Department at Harbor Country Day School. Contact us by dialing 631-584-5555, extension 121.*

17 Three Sisters Road, St. James, New York 11780  
631-584-5555 • [info@hcdsny.org](mailto:info@hcdsny.org) • [hcdsny.org](http://hcdsny.org) • [campharbor.org](http://campharbor.org)