The 2017 Strategic Plan provides a comprehensive roadmap to shape the continued growth and success of The Cathedral School. It sets forth broad objectives focused on effectively advancing the school's Mission Statement and Diversity Statement, as approved by the Board of Trustees. The plan's success requires an innovative, creative, and diverse community working towards these common goals, with careful consideration of our changing world and our evolving students. With a cutting-edge curriculum and dynamic, inclusive culture, The Cathedral School is uniquely poised to excel as the world around us continues to change.
Developing a plan for the future requires a deep understanding of the present: an honest, intense examination of who we are, what we do, and in what we believe. At the Cathedral School, the present is, in a word, magical. We are a school that embraces our traditions as we prepare our students for an ever-evolving world. While an ancient grandfather clock stands tall outside the Dining Room, inside, fourth graders share their passions for coding and zoology. While sixth graders rehearse lines for their annual play, that play itself now traverses the world, reflecting the diverse cultures that our students study and celebrate. And in the library, while some students sit with trusted teachers to develop their reading or mathematical skills, other students can be found programming with purpose, creating and revising and creating again, until the visions and dreams in their heads become three-dimensional, printed realities.

Turning our visions and dreams into reality is what the 2017 Strategic Plan is all about. Crafted by the professionals who best understand the values and the mission of the Cathedral School—our faculty, administrators, and Board of Trustees—this plan reflects the changes constantly taking place in the ways we educate and support our students, while challenging us to build upon our successes in the coming years. It is a plan built upon the most up-to-date research and best practices, the expertise of our community, and the realities of today’s—and tomorrow’s—world. Students will have both the skills and the necessary space to develop collaborative partnerships, to pursue independent research, and to collectively explore their identities as well as enhance their cultural sensitivity and intelligence.
A Message from Marsha Nelson  continued

Our STEAM and technology initiatives will continue to grow, across the curriculum and in a dedicated maker space. Our faculty will have additional opportunities to come together to discuss students, plan interdisciplinary projects, and share ideas for differentiating instruction, thereby providing each student with appropriate support and challenge. Meanwhile, underpinning our vision is a business, enrollment, and communications model thoughtfully designed to ensure the continued growth and vitality of our dynamic institution.

The Cathedral School refuses to stand still. Leaders never do. And we can think of no better way to illustrate our commitment to growth than with a strategic plan specifically designed to provide all Cathedral students with the tools and the opportunities to become confident, compassionate, knowledgeable leaders, fully equipped to guide themselves and others through the challenges that lie ahead.

Our vision for the future is ambitious and bold, positioning us to be at the forefront of K-8 education now and in the years to come. I am so very grateful to everyone who collaborated on this strategic plan and remain ever thankful for the ongoing support of the entire Cathedral School community.
A Message from Angie Karna, President, Board of Trustees

I am proud to share the 2017 Strategic Plan with the Cathedral community. It is the culmination of 18 months of dedicated work by The Cathedral School Board of Trustees and the administration, ably shepherded by Board members Satrina Boyce and James Hooke and the Strategic Planning Committee, with significant input from parents, faculty, the Dean of the Cathedral and the broader Cathedral community. By taking this time to carefully consider the school’s future, we were able to articulate specific ideas and initiatives to progress the mission of our school. The incredible Expansion Project, set for a celebratory groundbreaking at Spring Fair this May, is integral to achieving the goals set forth in this plan. Thank you to everyone involved for your insights, hard work and commitment to our wonderful school.
Our Strategic Pillars

The strategic plan provides direction for the entire Cathedral School community, with each group playing an important role in the success of the school. With an inspired faculty community forging the path to academic excellence, and our engaged administrative staff and Board of Trustees focused on building a sustainable foundation, the Cathedral student will be prepared for the next step in their educational journey.

To produce articulate, responsible, confident citizens of the world, we need:

Academic Excellence + A Sustainable Foundation
ACADEMIC EXCELLENCE

Lead K-8 Academic Success
Drive Leadership Intelligence
Leverage Mission-Centric Partnerships
Lead K-8 Academic Success

- Maintain a laser-focus on K-8 foundational academic skills and emotional intelligence
- Weave pedagogical advancements into curriculum
- Prepare students for a technologically advanced world
- Inspire, recruit and develop mission-driven K-8 faculty members
- Build on the learning enrichment and differentiated learning initiatives
Drive Leadership Intelligence

- Drive age-appropriate leadership opportunities
- Advance Identity and Inclusion work throughout the learning community
- Maintain the commitment to cultivate a community of role models and leaders
Leverage Mission-Centric Partnerships

- Establish an active partnership community to vet ideas
- Seek educational partnerships that address curriculum needs
- Pursue collaborations that support professional development and leadership opportunities
- Investigate partners for administrative tasks
A SUSTAINABLE FOUNDATION

- Innovate in Advancement, Communications & Enrollment
- Refine a Future-Focused Business Model
- Expand Facilities to Support Evolving Programs
Innovate in Enrollment

Enrollment Management

• Study the admissions process with the goal of improving outcomes
• Broaden applicant pool and develop proof points around the value of a K-8 education
• Incorporate international student recruitment
• Launch retention based programs to maintain robust enrollment
Innovate in Advancement and Communications

**Advancement**
- Create stronger culture of philanthropy and implement a Total Voluntary Support platform
- Increase major gifts and alumni giving
- Expand stewardship programs and tracking
- Drive use of technological platforms

**Communications**
- Strengthen and increase Cathedral’s brand
- Execute high quality touchpoints focused on Cathedral’s unique attributes
- Strengthen internal communications
- Increase Brand Ambassador initiatives
Refine a Future-Focused Business Model

- Ensure robust financial management
- Explore expansion of non-tuition revenue streams
- Seek financial solutions to funding program needs
- Define, refine and integrate strategic financial principles to advance mission
Expand Facilities to Support Evolving Programs

- Expand facilities to support academic programs and sustain full enrollment
- Provide technology-enabled learning spaces
- Enhance existing facilities
- Partner with the Cathedral of St. John the Divine on initiatives that jointly benefit the learning community
Everyone Plays a Role

In order for our strategic goals to become reality, every member of the Cathedral Community has a vital part to play in the continuing success of the school.

Academic Excellence + A Sustainable Foundation = Cathedral Students Excelling + Cathedral Community Thriving
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Special acknowledgement and thanks to the entire administration team for their insight and guidance on this Strategic Plan.

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Mission Statement

The Cathedral School of St. John the Divine is an independent, Episcopal, K-8 day school for girls and boys of all faiths. The School is committed to a rigorous academic program that integrates the arts, athletics, and leadership development. Located on New York City's Upper West Side on the 13-acre Close of the Cathedral, the School offers a unique setting for the celebration of the many traditions shared by its families. The School prides itself on being a diverse community in partnership with families who take an active role in their children's intellectual, ethical, social, and emotional growth. The Cathedral School offers a stimulating environment in which each child can become an articulate, confident, and responsible citizen of the world. Continuing a century-old relationship, the School draws upon the Cathedral’s vast resources and provides its children’s choir.

Amended by the Board of Trustees, May 23, 2005
Diversity Statement

As educators, we must instruct and empower children to challenge assumptions and ask questions in order to become responsible citizens in a diverse world. At The Cathedral School, we believe that the recognition and appreciation of differences in race, socioeconomic status, cultural or religious tradition, age, gender, ability, and sexual orientation enhance the individual's sense of identity and broaden respect for others. Through curriculum and informal school experiences, children at The Cathedral School come to understand the inherent value of all people.

The Cathedral School is committed to the following:
• Multicultural curricula and programs that support underrepresented voices, and thus enhance the experience of all students
• Admission and hiring efforts to further diversity
• A school culture that fosters respect for all individuals and enables community members to question biases and express opinions
• Continual review of diversity issues among all members of the school community through ongoing meetings, discussions, and professional development

Written by the Diversity Advisory Council and approved by the Board of Trustees, January 24, 2006
Academics, Innovation & Community