On the eve of Roycemore School’s centennial year, we undertook a strategic planning process to lay the groundwork for our next century. We drew upon Roycemore’s 100 years of history as a liberal arts college preparatory school, the expertise of our dedicated faculty and staff, and the powerful talent of our extended school community, including our students, parents and families, trustees, alumni and outside experts.

We began the first phase of our strategic planning process in September 2014, with a clarification of our vision, mission and core values to articulate the principles that make Roycemore special. Our values say it all: Scholarship. Integrity. Community. Respect. Compassion. These form the foundation of our unique school community where we live Roycemore’s mission:

“To inspire and nurture excellence and prepare each student for success in higher education and in a dynamic and complex world.”

The second phase of our strategic planning process focused on the following five principles, which set Roycemore apart and drive the experience of the students we serve:

Educating Tomorrow’s Leaders: sustaining our liberal arts based college preparatory curriculum, while advancing signature programs and centers of excellence to deepen and accelerate student learning.

Enhancing Our Students’ Experience: maintaining our nurturing and value-based culture while advancing academics and extracurricular activities.

Creating the Campus of the Future: providing leadership in green and sustainable practices and creating a learning landscape in our award-winning building.

Inspiring Our Community: engaging all aspects of our extended school community to live our mission and values, and to help create the Roycemore of the next century.

Sustaining Our School: fortifying institutional sustainability through effective financial management, strengthening our Board of Trustees and promoting the philanthropic culture of our school.

The resulting plan describes our aspirations and goals, driven by Roycemore’s mission and values. Our goals are ambitious and measurable, and supported by a thorough assessment of Roycemore’s strengths and opportunities for improvement. The strategic plan will guide our work for the beginning of Roycemore’s next century.

Kevin M. Smith, Head of School

Thomas J. Ellis, Chair, Board of Trustees

Annaliese F. Fleming, Vice Chair, Board of Trustees & Chair, Strategic Planning Task Force
**VISION**

*Roycemore School will sustain its legacy of outstanding college preparatory education within a nurturing community.*

Roycemore remains committed to enhanced opportunities for student learning as we develop new centers of academic excellence, increase our engagement with our local community, and develop long range fiscal plans to sustain our school for future generations.

We will achieve our dynamic and forward-looking vision through a strategic plan that is focused on the following priorities:

- Educating tomorrow’s leaders
- Enhancing our students’ experience
- Creating the campus of the future
- Inspiring our community
- Sustaining our school

**MISSION**

*To inspire and nurture excellence and prepare each student for success in higher education and in a dynamic and complex world.*
Scholarship
We foster intellectual curiosity, critical thinking, open-mindedness, and perseverance in each student, as part of preparing students to succeed in college and beyond. This encompasses all learning experiences, including academic, artistic, athletic, performance, and civic.

Integrity
Our commitment to truth, personal responsibility, and fairness in our judgments provides a foundation for the sense of trust throughout our school community as we adhere to high ethical standards.

Respect
We recognize the inherent value in ourselves, others, and our planet. We embrace our responsibility to fairly consider points of view that differ from our own and to promote personal well-being. We honor the culture intrinsic to Roycemore School by being accepting, encouraging, considerate, attentive, and appreciative.
**Community**

We care for each other, our school, and our diverse communities. Our commitment to an inclusive culture of encouragement and mutual respect promotes individual expression, thoughtful risk-taking, active learning, and personal growth.

**Compassion**

We strive to be kind, forgiving, and empathetic as we work toward our collective and individual goals. Seeking understanding before making judgments is the backbone of our caring community for all members of the school and beyond.
Roycemore School will remain committed to the principles and values of our founders while preparing our students to lead in a changing world.

Roycemore provides students excellent preparation for success in higher education and in life, through the development of scholarship, strong character and resilience, as well as creative, collaborative, and communicative skills. We will sustain a broadly based liberal arts “core” program to inspire scholarship and promote critical thinking, and enhance this experience through the development of focused “Centers of Excellence.” Our programs will become even more student centered and differentiated and we will continue to develop our pedagogy to empower each student.

Plans & Priorities

- Advance our programs consistent with the newly approved mission, core values and philosophy and industry best practices.
- Integrate subjects across the liberal arts core program and develop competencies that demonstrate readiness for advancing to the next division or to higher education.
- Identify signature programs including Centers of Excellence to fund and implement over the next 5 years.
Roycemore’s philosophy includes differentiating to challenge each student academically, as well as providing a wide variety of academic and extracurricular opportunities.

Our school supports bright, capable students with a variety of learning styles, including gifted students and children with learning differences. The Northwestern Option and Advanced Placement programs provide college level instruction to Upper School students, and students may accelerate vertically within the program if working above grade level. We encourage each student to strive for personal achievement rather than competing against peers for academic success.

Plans & Priorities

- Develop and implement a recruitment plan to increase enrollment while preserving a personal, nurturing environment with a variety of activities and offerings.

- Maintain our support and appreciation of a school community filled with a diversity of backgrounds, perspectives and experiences to provide an enriching environment for our students, faculty and families.

- Update faculty professional development and evaluation programs in line with the school’s mission.
Teachers, students and families know each other well and build effective partnerships based on mutual respect and understanding. As a result, all of our programs:

Are **Learner Centric** and **Differentiated**

Are **Relevant, Contextualized** and **Competency Based**

Develop **Creativity, Collaboration** and **Critical Thinking**

Promote **Scholarship** and **Academic Rigor**

Develop Student **Self Advocacy, Resiliency** and **Self Determination**

Integrate **Technology** Meaningfully

Provide Cross Grade Level **Collaboration**

Include **Global Literacy** and **Civic Engagement**

Incorporate **Health** and **Wellness**
Roycemore will build the school for the future, incorporating environmentally sustainable practices and flexible learning spaces.

We will continue to develop the campus to support existing programs in academics, arts, athletics, and extracurricular activities, and to identify future campus development to align with the programmatic vision and development of specific Centers of Excellence. Further, Roycemore will develop capital plans and priorities to ensure the continued maintenance of current and future facilities.

Plans & Priorities

- Develop a Campus Master Plan that aligns with the newly approved vision, facilitates the development of signature programs and Centers of Excellence, and creates an enhanced learning landscape by turning the building into a “smart building.”

- Advance our green initiatives and provide leadership in environmentally sustainable building practices for schools.

- Develop a plant maintenance and support plan that maximizes the function and efficiency of current systems and funds future facility projects.
Inspiring Our Community

Roycemore will commit resources to empower each member of the community to help create the Roycemore of the next century.

We will encourage all in our extended school community to live our mission and values, and to translate them into action inside and outside Roycemore’s walls.

Plans & Priorities

- Reengage alumni with the school, increasing participation in school events.
- Foster leadership from within the school by providing opportunities for students, faculty, alumni and parents to think creatively about accomplishing common goals.
- Increase emphasis on, and resources for, professional development for faculty and staff.
- Partner with other groups to increase engagement with, and connect our students to, the broader community.
With policy, planning and sound financial management, the Board of Trustees will plan strategically for the students of the future.

Roycemore will continue to develop a self-sustaining Board with trustees who are committed to making Roycemore a top giving priority. The Board will strengthen its ability to anticipate, respond to, and capitalize on a changing educational marketplace and the local economic landscape.

Plans & Priorities

- Analyze Board composition and build a recruitment plan for future trustees.
- Develop a professional development plan for the Board of Trustees that advances governance and aligns to strategic plans.
- Increase strategic function of the development committee and other volunteers to advance fundraising efforts.
- Further develop long-range financial plans and projections to advance financial sustainability.
- Review current budget procedures to ensure alignment with industry best practices.
Strategic Planning Task Force
Annaliese Fleming - Task Force Chair, Board of Trustees Vice-Chair and Parent
Fraser Coffeen - Upper School Division Head, Assistant Head of School and Parent
Chadwick Cunningham - Trustee and Parent
Clark Daggett - Trustee
Stephen DiCicco - Consultant
Thomas J. Ellis - Board Chair and Parent
Peggy Klein - Upper School College Counselor and Faculty Member
Joan G. Matthews, M.D. - Trustee and Past Parent
Abby Ludwig - Faculty Member
Kevin Smith - Headmaster and Parent

Roycemore Board of Trustees 2015-2016
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Annaliese Fleming - Vice Chair
Anne M. Aune ‘86 - Secretary
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