



A SCHOOL OF HIGH ORDER

THE KISKI SCHOOL
2020 STRATEGIC PLAN

KISKI

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Kiski has a long, proud history. We've survived wars and floods and fires – and now we're navigating our way through a global health crisis. During challenging periods, we've turned to our school community for help, guidance, and support. You've never let us down. And every time, we've emerged as a better, stronger school.

In that spirit, we are pleased to present Kiski's new strategic plan, A School of High Order.

Our plan's title is a tribute to Kiski's founder, Andrew Wilson. In Kiski's first catalog, printed in 1888, Dr. Wilson stated that his goal was to establish a "school of high order that would prepare graduates to enter any American college or scientific school." There were two other elements of the founding mission. First, "to train and develop the moral faculties which at this period of life are so susceptible to culture." And second, "to afford all the comforts and as many as possible of the pleasures and advantages of home, during this period of training."

As much as Kiski has grown and changed significantly in the 132 years since Andrew Wilson penned those words, we've always remained faithful and true to these three central principles. As you review our new strategic plan, you'll see that these themes are recognizable and present in the goals and objectives we've outlined.

We wish to thank all those who participated in the preparation of this plan. We look forward to partnering with our entire school community as, together, we work to embrace and implement the appropriately ambitious initiatives described herein.

With all good wishes,



Chris Brueningsen
Head of School



John Jacob '89
Chairman, Board of Trustees



**OUR
MISSION**

*To prepare
students
to succeed
in college
and in life.*

BELIEF STATEMENTS

We believe in an environment of living and learning where students are challenged to reach their full potential, and their unique qualities are valued and cherished.

We believe in a community that nurtures success in two ways: the cultivation of academic excellence and the development of character, integrity, civility, and citizenship.

We believe in a dynamic educational environment that fosters formal and informal learning through stimulating programs in academics, athletics, the arts, extracurriculars, and service to the community.

We believe in helping students develop life-long habits of personal and social responsibility through active participation in a wide range of rich and rewarding leadership opportunities.

We believe in an academic program that ignites a passion for learning and inspires habits of creative thinking, collaboration, critical analysis, and self-discipline.

We believe in the transformational power of teachers who are well-equipped to support student learning in our classrooms where rigorous traditional instruction and new, innovative methods are carefully balanced.

We believe in an inclusive school community that celebrates diversity and ensures that everyone is respected, accepted, and appreciated.

We believe in a residential living program that is built upon the essential themes of community, healthy choices, and an awareness of the needs of others.



INNOVATION & EXCELLENCE

GOAL: Kiski will create and sustain an innovative educational program that produces curious, self-aware, and confident learners who are well-prepared for college and beyond.

INITIATIVES

- Implement Kiski's recently-published Diversity Action Plan, which includes tangible initiatives and measurable goals that advance our commitment to being a community dedicated to anti-racism.
- Develop a series of essential questions that guide us in exploring augmented project-based learning models, improved alternative assessment tools, and new mechanisms for showcasing to colleges the progress and achievements of our students.
- Refine and expand Kiski's Residential Life Curriculum in order to encourage the development and growth of each student's character, leadership skills, and understanding of himself.
- Continue to develop initiatives like ONE Kiski, which creatively leverage technology to deliver high-quality programs through non-traditional learning platforms.
- Utilize Kiski's alumni network and corporate community connections to develop and launch a Career Pathways Program that will allow students to build skills and forge experiences that will prepare them for their future professions.
- Continue to allocate financial resources to attract and retain outstanding faculty and staff.
- Expand the funding available for faculty and staff to engage in professional development opportunities that will allow them to participate in regular training on innovative teaching practices, curriculum design, and diversity.
- Identify ways to use the unique natural habitat of our campus to strengthen Kiski's sustainability and conservation programs while showcasing our Campus as Classroom initiative.
- Implement an enhanced fitness program that will support the conditioning, athleticism, and wellness of the entire Kiski community.

A photograph of two men in suits walking outdoors, smiling and talking. The image is overlaid with a blue tint. The man on the left is younger, and the man on the right is older. They are both looking towards the right.

CONNECTIONS & SUPPORT

GOAL: Kiski will expand its efforts to encourage meaningful connections, engaging communication, and authentic interactions between and among all members of our school community.

INITIATIVES

- Evaluate our existing programs for supporting the emotional and physical health of our students and develop new instruments to regularly assess and monitor the overall well-being of each student in our care.
- Expand our Learning Center resources to include new programs that fully-support students who come to Kiski with diverse learning styles and a range of talents, abilities, and backgrounds.
- Create new programs centered around diversity, equity, and inclusion and use them as guideposts for promoting and understanding ethical leadership.
- Hire and retain dynamic teachers who embrace boarding school life and who actively engage in supporting our students within and beyond the classroom.
- Unify Kiski's messaging to ensure that communication with all Kiski stakeholders is clear and consistent.
- Develop and deploy a system for veteran faculty evaluation that provides a structured forum for dialogues about best teaching practices and encourages professional growth.
- Support Kiski's faculty, staff, and their families by maintaining supportive workplace environments and allocating necessary resources to enhance on-campus living.
- Provide resources and support for Kiski coaches that will further develop their skills and networking channels to stimulate outreach efforts to talented student-athletes.



PROGRESS & GROWTH

GOAL: Kiski will continue to examine, revise, and improve its operational practices as part of its ongoing pursuit of excellence and success in all areas of school life.

INITIATIVES

- Refine the tools we use to measure revenue, control expenses, and forecast the variables that impact Kiski's financial condition in order to maintain fiscal stability and grow our institutional enterprises.
- Continue to support a tuition model that keeps costs as affordable as possible for Kiski families.
- Boost our recruitment efforts by promoting Kiski's value proposition through new marketing initiatives to attract well-qualified students.
- Regularly review and update Kiski's emergency response plans in order to be prepared for any and all challenges in the future.
- Develop a comprehensive information technology plan that addresses infrastructure needs, access to equipment, and a cost schedule for replacements and upgrades.
- Focus our fundraising goals on meaningful endowment growth and support for operational scholarships while raising participation levels in Kiski's annual and planned giving programs.
- Look for opportunities and partnerships that offer new sources of auxiliary income.
- Develop a long-term capital improvement plan to afford continual care and growth of Kiski's physical plant.

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