RIVERFIELD COUNTRY DAY SCHOOL

Strategic Plan
Mission Statement

The mission of Riverfield Country Day School is to provide an excellent education in a family oriented atmosphere. Students are motivated and encouraged to learn, develop, and mature in a respectful, secure, and diverse environment. A caring, creative faculty and a challenging, integrated, and personalized curriculum promote the development of the whole student as a confident and responsible learner prepared for real world success.
The 2012 Strategic Plan for Riverfield Country Day School represents a shared vision derived from input from hundreds of constituents from the Riverfield community. It is the result of a comprehensive planning process that took place over more than six months. Listening groups included a wide range of constituents - trustees, administrators, faculty, staff, students, parents and grandparents, alumni, alumni parents, and volunteers. These people contributed to the study during directed discussions at Board of Trustees meetings, Parent Pot Lucks, the Upper School Campout, and Staff In-Service meetings.

The culmination of these meetings was a three-day workshop held in January 2012 led by Susan Stone, who has been Riverfield’s strategic planning consultant for many years. The 55 workshop participants represented a wide cross-section of the Riverfield community, including several who were part of the last Strategic Planning Workshop in 2006.

During the workshop, Susan led the participants through reflections on the past and visions for the future. Attendees studied the 2007-2012 Strategic Plan; budget, tuition, salary, retention, admissions, and financial aid data; the school profile and Division brochures; and the Master Plan for facilities. They also reviewed the feedback from the listening group sessions, current Family Satisfaction Survey responses, and the most recent ISAS Reaccreditation Report and recommendations. The participants were engaged and enthusiastic throughout the process. There was a group brainstorming session, identifying the highest priority issues and categorized them into six related areas of interest. These areas, with their goals, rationales, and implementation are highlighted in the following pages. As the workshop ended, the participants were pleased with the final result of their efforts. They helped pave the way for the imminent transition of leadership from Marty Clark, the Founding Head of School, to the new Head of School, Jerry Bates, as well addressing the challenges beyond. The 2012 Strategic Plan will preserve and celebrate the Riverfield culture while embracing exciting opportunities for the future.

SCHOOL COMMUNITY

Goal
Riverfield will maintain a culture that reflects and fosters excellence, family involvement, a love of learning, kindness, diversity, and a sense of community with a deep connection to the natural environment.

Rationale
Riverfield’s unique culture is an important component of the education process where every student has opportunities to succeed in a safe and positive environment. Involved families and alumni help enhance opportunities for the success of the school community.

Overall Implementation
- Implement and sustain recruiting, admissions, and academic programming designed to enhance a diverse population of students, including, but is not limited to, demographics, learning styles, and thought
- Continue to foster positive relationships with all members of the RCDS community
- Maintain rich and meaningful traditions

Student Implementation
- Develop a greater sense of student pride in and commitment to RCDS
- Refine admissions process to ensure appropriate school fit
- Nurture the rapport between faculty and students by maintaining current student: teacher ratios
- Continue to focus on the whole student, building an environment of accountability and support for all students
- Encourage student participation in outside community

Family Implementation
- Preserve our family-oriented atmosphere and educate families on volunteer responsibilities and opportunities
- Maintain strong school-to-family and family-to-school communication
- Continue to utilize financial assistance to enhance the school community

Alumni Implementation
- Create an Alumni Association to enhance alumni communication
- Continue to identify and communicate with friends of Riverfield, including past parents and students who maintain an interest in the school
PROGRAM

Goal
Riverfield will provide integrated educational and extra-curricular programs focused, at all levels, on the personalized development of the whole student, with the highest academic expectations targeted toward life success.

Rationale
Riverfield is a unique, college preparatory school where creating a love of learning is at the heart of all we do. Programs are dedicated to the well-being of the students and prepare them for success in the real world.

Life Success Implementation
- Foster a collaborative atmosphere that develops critical and diverse thinking, problem solving, and leadership skills
- Implement skills for life success throughout the school, including health, wellness, and financial management
- Commit to be at the forefront of technology education and implement proper use programs at all ages

College Prep Implementation
- Continue to define and develop programs for college preparedness and career paths based on current research
- Explore and define college-level classes and opportunities
- Expand and articulate the academy concept

Love of Learning Implementation
- Research and develop assessment techniques, including homework, based on current research
- Further develop multi-age and cross-age learning interactions
- Reassess and define After School Club program in all divisions

FINANCE & ADVANCEMENT

Goal
Riverfield will maintain a long range financial plan that will be transparent to all constituencies and include tuition and enrollment, debt management, endowment and cash reserves, compensation and facility improvements.

Rationale
Riverfield will ensure that the annual planning and budgeting process is driven by a long term perspective and that all constituents understand the reasoning and motivation behind the school’s financial plan.

Implementation
- Determine the appropriate amount of endowment with the goal of funding the annual expenses of professional development and financial aid
- Determine the appropriate amount of debt and create a five-year plan with an analysis of its impact on the budget
- Explore additional sources of income opportunities
- Create a “Culture of Philanthropy” throughout Riverfield’s constituencies, starting with the Board of Trustees
- Continue to set tuition using the mean of Tulsa area independent schools and educate families on the rationale behind each year’s tuition
- Determine the appropriate amount of contingency funds and continue to grow these reserves
- Evaluate the five-year costs for planned and unexpected maintenance
FACULTY, ADMINISTRATION, & STAFF

Goal
Riverfield will attract, recruit, retain, and support quality and dynamic faculty, administrators, and staff who are committed to the mission, vision, and values of the school.

Rationale
Riverfield’s faculty, staff, and administrators are vital in establishing and maintaining the school’s culture and commitment to excellence and life-long learning.

Implementation
- Maintain competitive salaries and develop a benefit package that meets the needs of a diverse and dynamic faculty, staff, and administrators
- Assess, develop, and continue collaborative professional development within and across divisions and departments that is innovative, relevant, and based on research
- Evaluate, plan, and expand staffing based on current and future needs of the school
- Formalize and expand new employee orientation to help new faculty, administrators, and staff to understand and embrace the mission and culture of the school
- Continue to celebrate and publically acknowledge faculty, staff, and administrator

MARKETING: INTERNAL & EXTERNAL RELATIONSHIPS

Goal
Riverfield will convey its core values, commitment to excellence, and unique nature to both our internal and external communities as a means of recognizing and understanding our culture.

Rationale
Riverfield will define and educate its internal and external constituencies in order to maintain the unique school culture and increase brand awareness in the community. This will serve to attract new students and retain 85%-90% of students in Kindergarten through 12th Grade.

Implementation
- Develop a comprehensive and cohesive marketing plan that defines and communicates Riverfield’s uniqueness and strengths while crystallizing the core values of the school for all constituencies
- Educate our school community to take ownership of and responsibility for our image
- Create and continually re-evaluate interactive, personalized, centralized communications for families, students, staff, alumni, prospects, donors, and the community
- Continually seek relevant, broad-ranged feedback

PHYSICAL PLANT & FACILITIES

Goal
Riverfield will maintain and improve facilities to promote an aesthetically pleasing environment for learning.

Rationale
The appearance and function of our campus is an important aspect in the overall success of Riverfield. It affects programming, admissions, security, marketing, and satisfaction of our community as a whole.

Implementation
- Continue to implement the current Master Plan while maintaining the beauty of the campus and utilizing all 120 acres
- Develop and implement a comprehensive physical plant plan that includes custodial and maintenance personnel, health and security, transportation, and deferred maintenance
- Research and implement an animal care program that includes student service opportunities Roots and Shoots