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2022-2023 STRATEGIC PLANNING PROCESS

Christ School's Board of Trustees decided in 2022 that it was time to lay the groundwork for the school's next

strategic plan. The previous strategic plan was complete, a new Head of School had arrived, the SAIS accreditation review was during the academic year, and Christ School's 125th birthday is in 2025 – an opportune time to celebrate the school's rich history and its aspirational future. A Strategic Planning Steering Committee comprised of current and former trustees, faculty, and staff undertook a comprehensive review and analysis of Christ School, peer schools, and the educational landscape. The process was inclusive drawing data from best practices and the entire Christ School community. The planning drew from Christ School's mission, 4 Pillars, clear identity, and traditions. The Steering Committee's planning overlapped with the accreditation process allowing school leadership to consider where the school is and where we aspire to go.



COMPLETED *steps*



- The creation of a Strategic Planning Steering Committee that met throughout the year.
- The hiring of Scott Wilson, former Baylor School Headmaster, to facilitate planning discussions.
- SAIS Value Narrative surveys to faculty and staff, students, and parents.
- NAIS survey to young alumni.
- Convened 88 individuals from every Christ School constituency (faculty, staff, students, administrators, board members, parents, and alumni) to discuss what the school does best and determine opportunities for improvement.
- MISBO Faculty Compensation Study.
- Deferred Maintenance Study (Reserve Study).
- Admission Audit.
- Safety and Security Review.
- Health and Wellness survey of students.
- Feedback from faculty, staff, and the Board of Trustees on preliminary emerging strategic themes.
- Strategic Planning Luncheon in Charlotte.
- Analyzing of benchmark data of other peer schools, their strategic plans, and the review of key industry trends in education.
- Meeting of the full faculty to review emerging draft of plan.
- Successful completion of SAIS accreditation, including a self-study with imperatives that overlap with the strategic plan.
- Campus Master Plan (underway).
- Endowment Management Review (underway).
- Human Resources Study (underway).

Our mission is to
produce educated men
of good character,
prepared for both
scholastic achievement
in college and
productive citizenship
in adult society.



We achieve this mission through a commitment to
OUR FOUR PILLARS

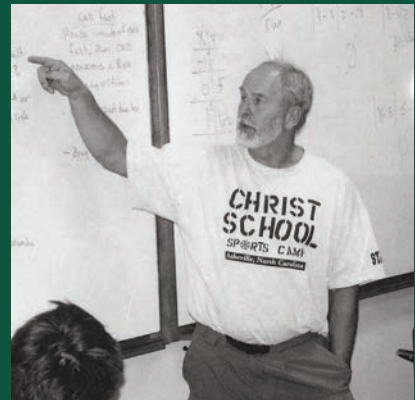
ACADEMIC RIGOR
LEADERSHIP
SPIRITUALITY
THE DIGNITY OF MANUAL LABOR



OUR FOUR PILLARS

**ACADEMIC
RIGOR**

WE PROVIDE A CURRICULUM THAT ENGAGES, STIMULATES, and challenges each student to discover his own academic gifts and to develop his academic potential to its maximum. Our engaged faculty leads, mentors, and guides our students through a rigorous college preparatory curriculum.





OUR FOUR PILLARS LEADERSHIP

WE PROVIDE PROGRAMS AND VENUES FOR BOYS to demonstrate their leadership skills outside of the classroom. Through our multi-level program, which includes athletics, community service, residential life, drama, outdoor, work program, and debate programs, boys have the freedom to lead, to explore, to serve, and to hone their leadership skills as members of this unique community.

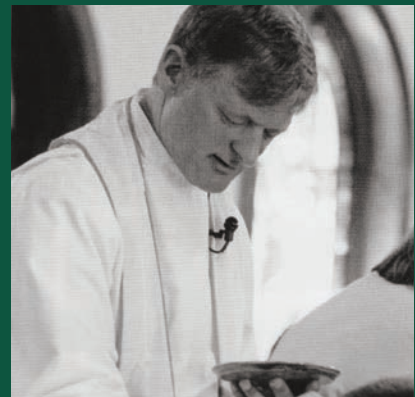




OUR FOUR PILLARS
SPIRITUALITY

ALL BOYS ARE ON A SPIRITUAL JOURNEY,

sometimes at different paces and with a variety of focus. We are an inclusionary community where all world faiths are recognized and welcomed. Each student participates in our Chapel Program which meets regularly and allows him to share his gifts to further enrich our community.





OUR FOUR PILLARS
**THE DIGNITY
OF MANUAL
LABOR**

NO TASK IS
TOO SMALL OR
UNWORTHY of a Christ School boy. We
believe that involvement in the care and maintenance of our
campus fosters a sense of ownership, pride, and service. The
dignity of manual labor is a tradition and ethos not lost on
the Christ School boys of today.





PORTRAIT *of a* GREENIE

A Greenie...

- 1.** Builds oneself into a man, healthy in body and mind
- 2.** Uses critical and innovative thinking to solve problems
- 3.** Develops tenacity through grit and rigor
- 4.** Appreciates the importance of the arts and creative endeavors
- 5.** Explores personal faith and spirituality
- 6.** Demonstrates humility through acts of courage and empathy
- 7.** Celebrates the dignity of manual labor and all forms of work
- 8.** Becomes a lifelong learner who values practice and experience
- 9.** Collaborates in leadership to build community in teams
- 10.** Considers himself a global citizen, ready to better the world

Strategic Imperative

1

At the heart of our mission are the foundational and mentoring relationships between faculty and students. These relationships shape the boys' experience while at Christ School and their memories when they leave. They are essential to developing boys of character who will make a difference in the world, to unlocking the transformational power of the four pillars, and to our wellness and residential programming.



DEVELOPING *the* WHOLE BOY

WE MUST...

- Maximize the role of powerful adult-student relationships (inside and outside the classroom) to ensure each boy is deeply known, appreciated, and inspired to grow into the best version of themselves.
- Create a robust residential life program that attracts students and families from across the country and world and teaches the social/emotional and life skills not just necessary for success in college but in life.
- Invest in the spaces shared by faculty and students to promote an enhanced sense of community and belonging.
- Ensure students lead balanced lives and are healthy in mind, body, and spirit, utilizing the four pillars.
- Provide education and skill-building opportunities for students to explore and address the complex issues related to modern boyhood and manhood.



DEVELOPING *the* WHOLE BOY

HOW DO WE GET THERE?

- Strengthen the advisory program with a more consistent, intentional approach by creating time for advisories to have important conversations and build meaningful relationships.
- Create cross-curricular programming that is relationship-centered and promotes social/emotional well-being.
- Evaluate and enhance leadership and form development practices by developing age-specific tracks that include health, wellness, and social/emotional awareness.
- Promote the foundational significance of the four pillars through marquis visual displays and regular curricular emphasis in academics, advisories, athletics, and residential life.
- Build best-in-class residential and student life programming that facilitates the development of meaningful faculty-student and peer relationships and promotes a strong sense of community.
- Evaluate our daily schedule to ensure that students and faculty have space and time for relationship, rest, and creative endeavors.

Strategic Imperative

2

Christ School has remained true to our core mission of serving boys in a boarding environment for over 100 years. As we look forward to the next five to seven years, we must ensure that our optimal student identity and size are supportive of our mission and vision for the future.



STUDENT IDENTITY *and Enrollment*

WE MUST...

- Refine, focus, and strengthen our value proposition to enhance a sense of community and attract and retain mission-fit students.
- Set clear and aspirational goals for enrollment management and financial aid that will counter unfavorable demographic trends.
- Increase the influx of diversity and talent of our prospective student population.





STUDENT IDENTITY *and Enrollment*

HOW DO WE GET THERE?

- Determine optimal day, boarding, and international enrollment size and ratio.
- Define our most compelling advantages and deliverables as a school. We are a small boys-only boarding school. We are a place optimized for individualized learning designed to develop each boy into the best version of himself.
- Reduce the number of five-day boarding students admitted to enhance our weekend residential programming while aggressively recruiting mission-fit seven-day boarding students to meet our enrollment goals.
- Create a merit scholarship program for domestic boarding students that will deepen the pool of academically strong, talented, high-character applicants.

Strategic Imperative

3

While we continue to strengthen our school's academic, athletic, arts, and residential/student life programming, we aspire to enhance and create programs of distinction that are unique and differentiating.



PROGRAMS *of* DISTINCTION

WE MUST...

- Deepen learning through new, mission-fit, pedagogies of distinction that attract and uniquely grow and develop students.
- Create exciting opportunities for faculty and students to explore and develop their unique interests and talents.
- Develop modern and unique programming that attracts and recruits diverse, high-quality prospective students.





PROGRAMS of DISTICTION

HOW DO WE GET THERE?

- Research and explore academic programs of distinction at other independent schools that would translate effectively to Christ School.
- Establish new opportunities in video production, digital animation, and coding/programming development.
- Create a global studies program with enhanced domestic and international travel opportunities and integrated curriculum.
- Create and formalize a program that allows students to explore Asheville and western North Carolina through designated concentration areas such as music, art, history, architecture, sustainability, the outdoors, etc.
- Expand Aviation Program to more students and additional seasons.
- Identify programmatic opportunities to connect with Christ School's history of farming and pillar of the Dignity of Manual Labor.

Strategic Imperative

4

Christ School has an incredible resource in its bucolic 500 acres and historic campus. We must have short- and long-term plans to preserve, maintain, enhance, and continue to greatly benefit from our land and facilities.



FACILITIES *and* INFRASTRUCTURE

WE MUST...

- Revitalize and enhance current facilities while addressing identified deferred maintenance needs.
- Invest in new building projects that support the mission and ensure the school's continued relevance to current and prospective students.
- Meet growing technology and infrastructure needs.
- Update campus safety protocols according to recently completed safety audit.
- Ensure landscape retains historic beauty and indigenous plant and wildlife for our entire community to enjoy and cherish.





FACILITIES *and* INFRASTRUCTURE

HOW DO WE GET THERE?

- Create a campus master plan that address near and long-term goals of our residential, academic, athletic, co-curricular, faculty, and enrollment needs.
- Create a campus-wide landscape design plan.
- Prioritize a robust Plant Fund of \$750,000 and creating facilities/new building endowments to ensure compliance deferred maintenance set forth in our Campus Reserve Study.
- Invest in a stable and secure technology infrastructure that meets the needs of students and faculty now and in the future.

Strategic Imperative

5

Essential and at the core of all we do at Christ School is our dedicated and extraordinarily talented faculty and staff. It is imperative that we encourage their vital and transformational work while providing the compensation, support, and work-life balance needed to nourish, sustain, and attract superior talent.



FACULTY *and* STAFF SUPPORT

WE MUST...

- Attract and retain diverse, dedicated, and talented faculty and staff who are committed to our mission and vision of teaching, coaching, mentoring, and positively impacting our students while furthering our school's reputation.
- Create an environment that positions Christ School as a leading destination and community for faculty and staff to thrive in each season of their personal and professional lives.
- Ensure a system of compensation that is equitable, of market, and incentivizes and rewards strong performance.
- Capitalize on the untapped leadership potential among the current faculty and staff.
- Increase and deepen communication across all programs and pedagogies and create a foundation for frequent, rich discussions that help support and enhance excellent student and faculty experience.



FACULTY *and* STAFF SUPPORT

HOW DO WE GET THERE?

- Use the data generated through our compensation review by MISBO to review our current compensation model and practices to ensure fair and transparent procedures.
- Increase efforts to recruit nationally and internationally for a diverse, outstanding faculty and staff.
- Evaluate our human resources functions to ensure top-notch procedures, communication, and support.
- Establish a consistent faculty growth and evaluation program that separates faculty expectations from an evaluation of essential expectations and includes enhanced opportunities for professional development.
- Evaluate existing faculty housing offerings and consider renovations, enhancements, and new construction.
- Consider school benefits such as childcare, financial assistance for faculty children at other schools, teaching fellow program, and sabbaticals.

Strategic Imperative

6

For more than 100 years, Christ School has weathered financial highs and lows and times of great success and vulnerability. As we look toward the next 100 years, we must create a plan to secure the school's financial stability for generations of students to come.



FINANCIAL SUSTAINABILITY

WE MUST...

- Ensure the strength and ongoing financial well-being of the school.
- Diversify income streams other than tuition.
- Strive to keep the school affordable.





FINANCIAL SUSTAINABILITY

HOW DO WE GET THERE?

- Examine and understand the key drivers of our financial model.
- Create a short and long-term financial model and modeling process to include the development of three, five, and ten-year financial models.
- Define what “affordable” means for the Christ School community in terms of our tuition and other expenses.
- Expand and exploit auxiliary enterprises and other non-tuition revenue opportunities.
- Augment our current endowment fundraising strategies to include a planned giving solicitation and recognition program that incentivizes endowment giving.

STRATEGIC PLANNING *committee*

Mr. John S. Beard '84, P'18,
Chair, Board of Trustees

Mrs. Doris P. Loomis P'10, P'13, P'16
Board of Trustees

Rev. David C. Brown P'00
Retired Chaplain

Mr. Graylyn P. Loomis '10
Director of Communications

Mr. Benjie Colberg
Special Assistant to the Head of School
Director of Residential Life

Mrs. Lee Anne Mangone P'13
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Mrs. Betsy E. Ellis P'24
Assistant Head of School
for External Affairs

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Retired Faculty

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Dean of Academics

Mr. Nat M. Hyde '74
Trustee Emeriti

Mr. Ronald Ramsey
Assistant Head of School

Dr. Sean K. Jenkins
Head of School

Mr. Stephen T. Young '82,
Chair, Strategic Planning Committee
Board of Trustees

Mr. Richard G. Jennings III '73
Board of Trustees

Mr. Mark A. Whitney '80, P'06, P'09
Board of Trustees

Mrs. Suzanne Lockett P'07
Former Trustee