

I. Culture

Our culture, built upon the values of mutual dignity and respect, is founded on developing and cultivating meaningful and intentional relationships and systems that support everything we do. We recognize that our school culture is dependent on a highly performing professional staff and effective support systems.

A. Work Environment

1. Foster a positive, supportive, and professional environment
2. Ensure that all staff have the time and resources to complete vital tasks
3. Reduce and streamline administrative task demands
4. Strive for effective communication systems
5. Maintain optimal staffing in all departments

B. Professional Development

1. Develop annual goal-setting and performance evaluations that comply with licensure and accreditation requirements
2. Ensure adequate time and resources are available to complete the process, resulting in meaningful outcomes
3. Develop and implement strong onboarding and in-context training
4. Provide effective annual and ongoing staff training that is focused on meeting the school's needs

II. Student Experience

We create safe and effective learning experiences that promote the development of academic, social, and emotional skills, facilitating generational change in students and their families.

A. Programming

1. Develop and implement highly effective programming that provides experiential opportunities to meet academic, residential, and therapeutic goals that achieve sustained success
2. Utilize local resources and outside experts to augment on-campus programming

B. Clinical

1. Ensure students experience developmental growth by practicing skills within organized, diverse, and engaging opportunities
2. Enhance family engagement, education, and support opportunities

C. Transition Planning

1. Provide transition services that support our students, their families, and referral sources
2. Equip students with the necessary skills to thrive in their placements after Keswick School
3. Systematically follow students' post-transition progress

D. Food Service

1. Provide a wide variety of accessible meal and snack options that meet or exceed nutrition guidelines
2. Support the nutritional and clinical needs of our students by integrating related services and outside dietary review and oversight

III. Sustainability

The key components of sustaining our unique culture and positive student experience are an appropriately engaged and supportive Board of Trustees, visionary and effective leadership, the highest professionalism of staff and programs, maintaining optimal enrollment, and developing philanthropy.

A. Board Governance

1. Maintain an effective Board with individuals who are committed to the school's mission and can bring insights, support to the school, and participate in executive, finance, and governance committees
2. Remain informed about good governance practices and industry trends
3. Develop effective and engaging meetings that ensure the Board understands the school's financial position, the programs that support the institution's mission, and the school's goals
4. Engage in planning that responds to the school's future needs and plan for how resources may be secured to realize the needed improvements and sustainability
5. Keep informed of operational risks and support appropriate mitigation

B. School Governance

1. Maintain strong collaboration between the Board of Trustees and the school administration, honoring the delegation and segregation of roles and responsibilities
2. Continue to maintain all necessary licensing standards, accreditation, and regulatory standards

C. Leadership

1. Ensure the highest level of staff professionalism through ongoing training, supervision, and corrective action as needed
2. Focus on the recruitment, retention, and succession planning for leadership in ways that preserve institutional knowledge for the future
3. Develop program and physical plant plans for the future

D. Personnel

1. Employ diverse methods of recruitment for staff candidates who can bring the skills needed to support the mission of the school
2. Ensure total staff compensation is competitive

E. Enrollment

1. Develop and maintain strong relationships with a diverse set of referral sources to sustain mission-appropriate enrollment
2. Monitor the level of tuition to support the financial operation of the school's budget
3. Ensure the website is engaging, effective, and adequately reflects the students' experiences

F. Development

1. Grow, nurture, and diversify the donor base
2. Increase annual giving support for financial aid, professional development, and future capital projects
3. Develop events and initiate travel to cultivate donors
4. Seek financial support for major capital projects