



Goshen Friends School Long Range Plan

**Goshen Friends School
814 North Chester Road
West Chester, Pennsylvania 19380**

**Approved as a working document
By the Goshen Friends School General Committee
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Projected Timeline of Goals:

- Five Year Objective
- Ten Year Objective
- Fifteen Year Objective

I. Mission Statement and Essential Principles

Guided by the Quaker values of equality, integrity, simplicity, community, and peace, Goshen Friends School provides a strong academic foundation through a responsive curriculum and small classes to nurture joyful learning.

- ◆ We provide quality education where children are empowered as learners.
- ◆ We recognize that there is “that of God” in everyone.
- ◆ We foster a welcoming environment of diversity, where all are valued and respected as unique individuals.
- ◆ We embrace stewardship of the environment and community service.
- ◆ We place value on being a community of students, staff and families.
- ◆ We promote peaceful conflict resolution, trustful relationships, and respect for individual spiritual growth.

II. Historical Background

The foundation of a useful and valid long range plan is a shared vision of what Goshen Friends School is and should be, a vision that reflects the interests and values of all members of the school community. It is an important tool, guiding the General Committee to fulfill its responsibilities of safeguarding the school's mission while ensuring its healthy future.

The formation of Goshen Friends School's first Long Range Plan was undertaken in the spring of 1994 and approved as a working document by the General Committee on May 14, 1996. Updates of the Long Range Plan were completed in October 1997, June 1998, and November 2001. Most of the goals outlined in the 1996 plan were achieved, including accreditation from PAPAS (Pennsylvania Association of Private Academic Schools) in 2005, and building both an extended day room (completed in August 2002) and the K-5th grade building (completed in January 2006).

When PAPAS, now known as PAIS (Pennsylvania Association of Independent Schools), granted accreditation, their review committee recommended that the General Committee create a new long range plan to assure the continued success of the school in a challenging environment. This process began on April 29, 2006. Independent facilitators led the community through activities to help discern a shared vision of what Goshen Friends School strives to be 10 years from now. In September 2006 Goshen Friends School sent a survey to all constituencies, so that those unable to attend the visioning session could provide feedback.

Data from both the visioning session and the survey was collated by the Long Range Planning Committee and organized into themes and issues. During the winter of 2007, the Finance Committee made 5 year and 10 year baseline budget projections. At the same time, Tom Richards, Head of School, and his staff created a list of goals for the next 5 years and 10 years; these goals were then prioritized. This information

was shared in a joint meeting with the Long Range Planning Committee and an outside consultant.

Since then, the Long Range Planning Committee has been working with all of the above information to focus on well-defined goals that will reflect the mission of the school. The General Committee has reviewed and revised this Long Range Plan, and on September 8, 2008 approved it to serve as the school's ongoing guide for the next 10 years.

A. Governance

The General Committee, the governing board of the school, is responsible for the financial well-being of the school. The Committee hires and supports the Head of School, ensures that the school embodies and lives its mission, and plans for the school's future using the Long Range Plan as its guide. Twelve dedicated and committed people who know Goshen Friends School generously share their professional expertise and relevant experience to serve on the General Committee. 51% of the General Committee are Quakers, a requirement to be a Friends School. The Head of School, Business Manager, a preschool teacher, a preschool parent, a Lower School teacher, and a Lower School parent serve as ex-officio members.

The Governance Handbook for Friends Schools and Principles of Good Practice for Friends School Boards and Every Friends School Trustee provide guidance for our meetings that are conducted in the manner of Friends. At our monthly meetings, everyone has an opportunity to speak, reflecting easy communication, collegiality, trust, an openness to new ideas, and a respect for differences.

Goals:

- Follow current best practice for governance.
- Attain goal of 15 members for the General Committee.

B. Diversity

We celebrate differences at Goshen Friends School, and in our ever increasing global world our Quaker tradition guides us in our vision of diversity. It is important for Goshen Friends School to embrace diversity within our school community. Diversity has many meanings, and we must be sensitive to and understanding of a broad range of people, backgrounds and ideas. We strongly believe our students must learn about, understand and be comfortable with one another and the world around them.

We remain committed to do the following:

- To recruit and retain General Committee Members of color.
- To recruit and retain children of color.
- To recruit and retain faculty of color.
- To maintain a curriculum which is broad in its cultural scope.
- To provide diversity training for faculty.
- To maintain the Barbara Dixon and Welcome scholarships.
- To support families who demonstrate financial need.

C. Curriculum

Goshen Friends School is dedicated to having a curriculum that is stimulating, creative, multi-cultural and challenging. The curriculum is consistently under review and revision, and the faculty has the flexibility to change and supplement the curriculum if, after consultation with their peers, such a decision is deemed appropriate. Continuity and consistency are vital to our curriculum.

Goals:

Stage I

- To maintain a curriculum that is coordinated, connected and multi-cultural. This curriculum will be reviewed each year. Science and Quakerism are currently under review for 2007-2008. This review has been in place for the past two years; math and language arts have been evaluated thus far.
- To maintain and strengthen community service as an integral part of the curriculum. Goshen Friends School has strengthened its community service program through its relationship with Bellingham, Park Lane, the Kanner Center and Chester County Cares. It is important in the years ahead that the school integrate community service into its curriculum with consistency and clarity.

Stage II

- To increase the class time for music, art and Spanish. A drama program needs to be started as well. The school is determined to increase its commitment to the arts and foreign language.

D. Faculty/Staff Development

It is critical for Goshen Friends School to have a faculty and staff who are talented, professional, willing to learn more and are compensated fairly. Therefore, ongoing training for teachers is essential, especially in the areas of curriculum, diversity, technology and Quakerism. The school must make a commitment to further the education of the faculty and give them the tools to stay current with contemporary educational practices. This, ultimately, will not only inspire the faculty but also enrich the students' learning.

Goals:

Stage I

- To provide ongoing diversity training. This is especially important given our ongoing review of a diverse curriculum. In addition to hiring faculty of color, the school must be certain that its community is teaching and embracing students of diverse backgrounds and cultures.

Stage II

- To provide opportunities and funds for professional development. There is a need for more training and educational enrichment for teachers. Funds must be allocated for teachers to learn more about their profession which will make Goshen Friends School a better school.
- To maintain and increase technology training for faculty and staff.
- To provide CPR training for all faculty and staff.

E. Staffing

With Goshen Friends School seeking to bolster its student population in the next five years, the school will need to increase its staffing in key areas. Such staffing increases will help the school move forward in the areas of admissions, development, diversity, counseling, nursing, reading, art, music, drama and physical education.

Goals:

Stage I

- Increase Admissions Director to a fulltime position.
- Increase Development Director to a fulltime position.
- Increase Events/Marketing/Public Relations Coordinator to a three quarters position.
- Recruit, hire and maintain faculty of color.
- Increase hours and responsibilities of the school counselor. It is essential that the school counselor continue to provide recommendations and work with families to make certain that correct and appropriate follow through occurs. Developing strategic programs within the classroom will also be part of the school counselor's role.

Stage II

- Hire a part-time nurse. At present, the school has no nurse. It is important that a nurse be available several days per week.
- Hire a part-time reading specialist. Presently, the Chester County Intermediate Unit supplies the school with a reading specialist and speech therapist. The school needs to increase the days and hours of a reading specialist.
- Expand the music, art, drama and physical education programs.
- Increase the hours of the Extended Day Program.

Stage III

- Hire a part-time librarian.
- Increase the salary of the community service coordinator.

F. Parent/School Relationship

Presently Goshen Friends School offers the Goshen Friends Community, a volunteer parent organization that organizes and hosts annual events such as the Harvest Fair and various fundraisers. The school's Events Coordinator plans Meeting House Colloquies, the annual auction, and many other community activities. Kids CARE, Goshen Friends School's community outreach service learning program, allows for all-school community involvement. The Connections program offers informational and social gatherings for preschool parents. Students' families are always welcome to join the students, teachers, staff, and Head of School for All School Gatherings and weekly Meeting for Worship.

The school's long-range goals are to strengthen the existing Goshen Friends Community, clearly defining its roles and increasing its membership. Our long range plan includes developing greater interest in the community service projects as well as all of the extracurricular activities. The Head of School strives to bring parents and teachers together to discuss how the adult community helps children make sense of today's world. Goshen Friends School acknowledges the value of an organized volunteer program for which it must ascertain the areas of need and provide appropriate guidelines.

Goshen Friends School is committed to recruiting and retaining children of diverse backgrounds and ethnicity. Our Welcome and Barbara Dixon scholarships are offered to children whose diversity includes financial means and cultural differences. While the school works hard to ensure that all its students feel appreciated and secure,

it must continue to examine ways and resources needed to help those students feel comfortable and safe at Goshen Friends School with the assurance that their differences will be embraced and celebrated. The school must be certain that proper support services are in place to meet the needs of its diverse student population.

Goals:

- Cultivate a stronger volunteer program.
- Develop support systems for families from diverse backgrounds.

G. Finance

Goshen Friends School separately incorporated from Goshen Monthly Meeting in June 2004. The General Committee, the school's governing body, has the responsibility of overseeing and maintaining the school's finances. It is important to understand that the school is primarily funded through tuition. Therefore, enrollment is vital to the school's success. The General Committee strives to show its continued commitment to its students, faculty and staff through the following initiatives:

Goals:

- Increase financial aid funding for further socio-economic diversity. This initiative would offer assistance to a broader base of middle income families, who can afford most, but not all, of the full tuition amount.
- Continue our current Barbara Dixon and Welcome scholarships programs, while further increasing the number of recipients.

The scholarships programs are as follows:

Barbara Dixon Scholarships

- The scholarships are for children of color from the greater West Chester area. These are full tuition grants for qualified students in grades kindergarten through fifth.
 - Year One - Students are granted full tuition.
 - Year Two - Students are promised a grant for the full amount that is recommended by the School and Student Service for Financial Aid (SSS) in Princeton, NJ.
 - Year Three - Students are considered in the regular financial aid process. Aid granted in later years may or may not meet the full assessed financial need of families.

Welcome Scholarships

- One-year financial aid packages for families who are new to the Lower School (grades K through 5). This includes students moving from the GFS preschool into Kindergarten, as well as students coming from outside GFS into Lower School for the first time.
- Eligibility and the amount of tuition assistance granted are determined through an outside agency, the School and Student Service for Financial Aid (SSS) in Princeton, NJ.
 - Year One - The school grants tuition to meet the full financial need as assessed by the SSS.
 - Year Two - Students are considered in the regular financial aid process. Aid granted in later years may or may not meet the full assessed financial need of families.

- Increase faculty and staff salaries. In order to attract and retain talented staff, salaries must be competitive with other independent schools.

H. Development

The development office supports the Head of School's efforts to ensure that the children under the school's care receive the best possible education and have access to materials and technology that support the educational process. It does this by responding to prioritized needs identified by the Head and Business Manager and matching those needs with resources that include gifts of money, time or talent. The development office maintains a detailed database that includes giving histories, relationships, donor interests and special talents. When a need of the school and a donor are identified, the donor is cultivated and solicited. Cultivation and solicitation can include direct mail, special events, one on one solicitation, or peer to peer solicitation. Donors are acknowledged and kept up to date regarding events, plans, and improvements at the school.

Goals:

- Initiate and implement capital campaign for third phase of building plans.
- Increase Annual Fund and major gift contributions.

- Establish an Estate gifts program.
- Establish an Endowment fund. (Ten to Fifteen Year Objective)

I. Public Relations/Marketing

The Goshen Friends School's ten-acre campus serves as an intimate setting for students, parents, faculty and staff; however, the school's presence should extend further. It is our goal to have a highly effective marketing and public relations plan that supports and conveys who we are and who we want to be. Current outreach efforts include numerous diversity and service initiatives, such as Kids CARE and a speaker series, as well as our advancing website. Better conveying the school's upgraded facilities, professional staff and comprehensive programs will provide further opportunities to attract new students and define the school's image to the surrounding community more clearly.

Goals:

- Increase enrollment.
- Expand summer programs.
- Continue and maintain alumni relationships.

J. Property

The Goshen Friends School campus offers an idyllic ten-acre country setting nestled in the West Chester area. It is the school's goal to enhance the appearance and longevity of existing buildings and grounds. This plan includes recently constructed classrooms, playground improvements and upgraded security systems

The exciting third phase building plans include a spacious multi-purpose room, which offers unlimited potential for the entire Goshen Friends' community. Quality facilities and grounds help to preserve the history of the school, expand the school's curriculum, attract new students and, most importantly, enrich the education of the students.

Goals:

- Complete third phase of building plan.
- Provide and support the technological needs of the school.