

BUILDING ON OUR SUCCESS

The City and Country School Strategic Plan
2015–2020





DEAR MEMBERS OF THE CITY AND COUNTRY COMMUNITY,

The Strategic Planning Committee of the Board of Trustees is pleased to present this 2015–2020 City and Country School Strategic Plan, “Building on Our Success.”

Our founder, Caroline Pratt’s, approach, revolutionary in her time, continues to prove its relevance and value in our rapidly changing world. For 100 years, City and Country has prepared its graduates to meet life challenges with enthusiasm and vigor and make a better world in which to live. What a City and Country education provides children is what the world needs now: the tools to be creative, collaborative, open-minded individuals who are both persistent and flexible. City and Country readies its graduates not only for their next academic challenge but for much more of what life will bring. For over a century, City and Country has stood out as a leader in progressive education, but we cannot rest on our laurels. To ensure the School’s continued success and growth, we undertook this strategic planning process at the direction of the Board of Trustees to guide the School’s direction over a five-year period.

Our Strategic Planning Committee developed this plan through extensive research and discussion. In the course of that research, we have looked to our faculty and staff, our parents, our alumni, our students, and our Board of Trustees, surveying every part of our community to identify priorities and focus our efforts. As a result of that work, during the five-year period, the School will implement this strategy to build and support C&C’s extraordinary program. To achieve the goals set out here, the Strategic Planning Committee and the Board of Trustees will develop implementation steps to be undertaken. From academics to community to diversity to communication to facilities to finances, the five-year plan looks comprehensively at what is needed to accomplish the School’s objectives and goals for the future.

When reviewing the specific goals of the Plan, please bear in mind that the goals are not in any priority order. The timing for the undertaking of each goal will be determined when the Committee and Board develop the implementation plan and will be influenced by available funds and other resources. Part of the implementation process will be to establish metrics by which to measure the School’s progress in accomplishing its goals.

We look forward to reporting to the community annually on how the implementation is proceeding.

Sincerely,

Stuart W. Gold
Co-Chair, Strategic Planning Committee

Charlotte E. Davidson
Co-Chair, Strategic Planning Committee

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Mission Statement

City and Country School, for children ages 2-13, was founded in 1914 by the pioneering educator Caroline Pratt during the dynamic period of Progressive Education.

Believing that education is fundamentally a social process, we strive to create a vital school community that supports each child's innate passion for learning while also expanding his or her understanding of communities and cultures that exist beyond school and home.

The teacher's place is alongside the child, posing questions that elicit imaginative thinking, problem-solving and decision-making in pursuit of a deeper perspective. In the partnership of learning among children and teachers, community is lived through purposeful experiences that foster responsibility, cooperation, active participation, and respect—qualities necessary to the life of a democratic society.

With social studies as the core of the curriculum, enriched through science, mathematics, literature and the arts, students are offered varied opportunities to explore and question the human story, both past and present. Academic and practical skills are embedded in contexts meaningful to children, within larger, in-depth investigations.

C&C graduates are rigorous, original thinkers who embrace inquiry and experimentation as a means toward discovery. Compassionate in spirit, supportive of the needs and ideas of fellow citizens, and sure of their ability to solve problems, they move confidently into the world and contribute positively throughout their lives.

Summary of Strategic Planning Goals

As elaborated in the following pages, **City and Country's goals during the five-year period focus on:**

ACADEMIC PROGRAM, beginning with Math, Science, and Technology, with an emphasis on greater integration of Art and Music with other disciplines, greater exposure to the "country" in City and Country, and increased collaboration between Groups in the same class year.

DIVERSITY, with continued efforts to increase the racial, socio-economic, and ethnic diversity among students and faculty, curriculum development, and professional development.

COMMUNITY, encouraging teachers to communicate their work both within the School and with the broader educational community, reviewing administrative structures and succession planning, attracting new trustees with the goal of expanding the Board's areas of expertise and increasing use of metrics by the Board, inviting greater involvement in the school by parents, and strengthening ties with alumni and with our Greenwich Village neighbors.

COMMUNICATION, to share City and Country's program and its methods of progressive education both with families within the community and audiences outside the School and to build on the School's celebrations, events, and communications that marked the 100th year of operation in 2013–2014.

FACILITIES, ensuring that City and Country continues to have the space required by the program, given the expansion over the past decade to two Groups per class year, and that the existing facilities are ideally configured, with robust technology infrastructure.

FINANCE, focusing on increasing teacher and staff salaries, producing a financial model for the next three to five years, and exploring new revenue sources.

DEVELOPMENT, to increase annual giving to \$1.2 million a year, continue to build an endowment that has grown to approximately \$5 million in gifts and pledges in two years, look for leaders in the parent community to aid in development, and recognize individual support for the School.

Note: The goals in the Strategic Plan are not listed in order of importance or priority.

The Strategic Planning Process

The Strategic Planning Committee was formed by the Board of Trustees in the spring of 2014. The Committee reviewed the prior two Strategic Plans for City and Country School as well as the implementation documents for those plans, other recent strategic plans for schools in the New York area, resources providing guidance for those working on strategic plans, the self-study done in conjunction with the recent New York State Association of Independent Schools (NYSAIS) evaluation of the School, the recommendations of the NYSAIS Visiting Committee, and the principles on which Caroline Pratt founded the School. The Committee then met to discuss the state of the School in various areas, including academics, student body, faculty, diversity, finances, and facilities, and the issues that were likely to present themselves over the course of the next five years. Given the significant progress made under the previous two plans, particularly in the areas of math and science instruction, facilities, and finance, this Strategic Plan does not represent an overhaul of the School or its program; it is intended to refine operations and build on the work the School has done over the past ten years.

The Strategic Planning Committee is comprised of: Co-Chair **Stuart W. Gold** (past Chair of the Board of Trustees and past C&C parent), Co-Chair **Charlotte E. Davidson** (Vice Chair of the Board of Trustees, C&C parent, and alumna), **Lakshman Achuthan** (Trustee and C&C parent), **Fred Knecht** (past Chair of the Board of Trustees and past C&C parent), **John Kolz** (Chair of the Board of Trustees and C&C parent), **Dorothy Lamonaca** (Director of Finance and Operations), **Ellen Newhouse** (Trustee and past C&C parent), **Nancy Segal** (past Trustee and teacher), and **Kate Turley** (Principal). The members formed subcommittees to address Finance, Diversity,



Communication, Academic Program and Technology, Facilities, Development, and Community (including faculty, alumni, and neighbors). The subcommittees conducted research and interviews in their areas to help identify potential goals for inclusion in the Strategic Plan and consider how those goals would advance the School's mission.

Thereafter, the Committee met as a whole to discuss the findings of the subcommittees' research and formulated preliminary goals. Next, the Committee created a preliminary draft of the plan. After discussion within the Committee, the draft was presented to the Board of Trustees for comment. In September 2015, the Board of Trustees approved a draft plan for distribution to the community, and it approved the final Strategic Plan in January 2016 after comments were sought online and in town meetings from all constituencies at the School.

This Strategic Plan contains the goals that will be pursued by the School during the five-year period. These goals are high level by nature. Specific and measurable steps will be established in implementing the goals. The Committee, working with the Board of Trustees, will develop an implementation plan designed to achieve these goals and to work to formulate metrics by which to measure the level of success in meeting these goals.



Where We Are

Since 2001, operating under the two prior Strategic Plans, the School has recognized the need to adapt to an ever-faster changing world while remaining anchored in Caroline Pratt's guiding educational principles. The Board of Trustees, in conjunction with the administration, staff, and others, vigorously addressed a host of issues including those relating to the academic program, diversity, the use of new technologies, the physical plant, faculty life and compensation, finances, development, and the student body. The work under the prior two Strategic Plans helped to preserve and advance City and Country's position as the leading progressive primary school in New York. City and Country is unique by design; there is no school like it. This Strategic Plan is intended to preserve and burnish the School's program, not alter it.

ACADEMIC PROGRAM: Students at City and Country delve in depth into their subjects of study; in the process, they learn not just facts and ideas, but how to learn—how to identify what they do not know and how to access the resources they need to fully understand a topic. They graduate with confidence in themselves and in their ability to meet new academic and life challenges with gusto. Under the prior Strategic Plans, many program areas were reviewed. The Math Program was evaluated and strengthened by consolidating math instruction for Xs, XIs, and XIIs under one Math Teacher who enhanced the curriculum and by providing math resources and support for Group Teachers in the VIs, VIIs, VIIIs, and IXs. The Science Program was enhanced by updating the curriculum to cover key topics more consistently from VIIIs through XIIIs. The Jobs Program was reviewed, and it was determined that each of the jobs remained a relevant and important part of the curriculum and would be effectively employed with the double Groups structure. The physical activity program was expanded and the impact of the Afterschool program was examined. Foreign Language was re-examined. The School enhanced the formal instruction of Spanish and infused Spanish language into the curriculum across the class years, balancing a more robust Language Program with other aspects of the curriculum and the overall goals of the C&C program.

FACULTY AND STAFF: The School has expended significant resources under the prior Plans to insure our students have excellent teachers and has strengthened an already strong faculty. Faculty and staff compensation was a focus during those years, and great strides were made; but the competitive nature of finding and retaining gifted teachers, with the special talents required by the School's curriculum and approach, makes acceptable compensation levels a moving



target. The School has also implemented other benefits as a complement to improved salary levels.

DIVERSITY: As expected under the prior Strategic Plans, the School over the last decade has made tangible strides in increasing diversity and inclusiveness. These years have seen success in the multi-ethnic and varied family and socio-economic backgrounds of our early childhood groups, which then carries into the other divisions of the School. The School has also generally seen an increase in children with same gender parents or a single parent. In terms of racial and ethnic diversity, the School last year had 111 racially or ethnically diverse students out of its enrollment of 374 students. The School has made significant efforts to recruit teachers and staff of color, with some success, but falling short of some goals. Over time many groups have been established to support the School's efforts to continue to foster and increase diversity—The Equity Committee, the Parents' Diversity Committee, and the Trustees' Diversity Committee all work with the School's Diversity Coordinator.

COMMUNITY: City and Country's warm and connected community is a great strength. Pursuant to prior Strategic Plans, the School has made its communication about operations and methods more transparent. Trustees and their role have become better known; the Board of Trustees has expanded and added new capabilities. The School attracts substantially more applicants than it has openings for, and enrollment has been at capacity for several years. City and Country has redoubled its outreach to alumni and the community surrounding the School—including by providing space for community group meetings—and ties to alumni and the School's neighbors have been strengthened.



COMMUNICATION: Recognizing that a City and Country education is unlike most people's experience of primary school, we created stronger and more targeted communication with all audiences to articulate better the School's unique program. A new website, print materials, participation and leadership at conferences and symposia, and the reissue of *I Learn From Children* have all significantly raised C&C's public profile. Expanding the Director of Communications position to full-time in 2013 has further strengthened the School's ability to get its message out. However, there continues to be work to do in helping the broader community to understand what City and Country has accomplished and continues to accomplish in educating our children.

FACILITIES: The School managed the growth of the student body to double Groups in all classes over the course of several years by acquiring another brownstone, temporarily renting additional space, and reconfiguring existing space. The School also created a Master Plan for facilities that would ensure adequate facilities for the foreseeable future. After approval by the Landmark Preservation Commission, significant portions of the Plan were put on hold pending the raising of additional funds. As an alternative, space was leased at 201 West 13th Street starting in 2012.

TECHNOLOGY: The School improved the use and integration of technology into the academic program. Mobile technology is available for students beginning in the IXs, and each teacher is given a computer at the start of the academic year. Students can complete and share their work online. At the same time, the School upgraded the capacity for admin-

istrators to use technology in their work. For example, all administrative software is now implemented using cloud-based solutions, and the School has implemented a new virtual community based application.

FINANCE: City and Country's financial structure has strengthened over the last decade. Under prior Strategic Plans, the School fostered a close working relationship among the Director of Finance and Operations and the Principal, the Board of Trustees, and the Finance Committee of the Board. Working together, that group has overseen the refinancing of the School's debt, improvement in cash flow, and tight controls on spending, as well as creation of a cash operating reserve. The School also increased teacher salaries in recognition of the unusual qualities and skills called upon by the C&C curriculum and to match more closely the compensation at peer schools. Enrollment is currently between 365 and 370 students, is stable, and represents the maximum enrollment in the current facilities. The School's annual operating budget is approximately \$13 million.

DEVELOPMENT: The School has greatly strengthened the Development Office, focused on including more members of the community in fundraising efforts, and increased the total amount of donations. Fundraising has resulted in increased resources for the academic program, facilities, faculty and staff salaries, and professional development. Over the past two years, in conjunction with the celebration of the School's Centennial, the School has successfully started to build a significant endowment that, with pledges, has reached nearly \$5 million.

Strategic Planning Goals



ACADEMIC PROGRAM

Caroline Pratt wrote that “a school’s greatest value must be to turn out human beings who could think effectively and work constructively, who could in time make a better world than this for living in.” The School has a historically strong progressive academic program that remains highly relevant and effective. The focus of the Strategic Plan goals is on fine tuning the program to ensure it continues to accomplish its purposes. During the five-year period, City and Country will continue to advance its progressive, interdisciplinary, hands-on approach to maximize its impact while still mindfully adapting it to today’s world. The School must also continue to listen to our children in finding ways to better prepare them. Enrichment of the School’s integrated academic program will focus in particular on those elements related to math, science, technology, music and art, the environment, and social justice.

GOAL 1 MATH

City and Country will continue to review the Math Program to ensure that it follows a coordinated arc across the years from the IIs to the XIIs, encompasses all relevant concepts and skills, capitalizes on the Blocks Program and Jobs Program in meaningful and connected ways, is consistent between Groups of the same age, meets the needs of students at all levels, and provides graduates with a strong foundation for high school.

GOAL 2 SCIENCE

The School will reinforce the Science Program for Lower, Middle, and Upper Schools to build on the current rigorous program. Our goal is to ensure a vital, progressive curriculum and experiential learning that encourages curiosity while grounding students in an understanding of scientific method, clarity of thinking, and habits of precision.

GOAL 3 TECHNOLOGY

The School will continue to fully support and value educational experiences that rely on technologies from an earlier era, including daily reading for pleasure of hard- and soft-cover books, printing on treadle presses, and hand-delivered intra-school mail, as these go to the heart of C&C’s hands-on, experiential philosophy and its focus on community.

At the same time, recognizing the critical role of technology in today’s world, City and Country will review current aspects of the curriculum involving new technologies to ensure that every student graduates with a working understanding of key technologies and their impact. Among other goals, this will include integrating computer programming experience

Academic Program

(continued from page 8)

and basic coding concepts into the curriculum in the Middle and Upper School where appropriate. Further, the School will explore new ways in which children's developing technology skills can be put to use in support of the current curriculum.

GOAL 4 MUSIC AND ART

The School will ensure that the arts continue to be integral to a City and Country education, including through expanded opportunities for on-site musical instrument instruction, increased access to Art and Shop, and increased interaction with alumni and other members of the School community who are active in the arts.

GOAL 5 THE COUNTRY

The Social Studies Program at City and Country takes children through a study of their world beginning with the School itself and broadening to the neighborhood, the city, the country, and the globe. In addition, learning from country life as well as our urban home is a founding ideal for City and Country. To further expand students' knowledge of the natural world and environments outside the city, City and Country will explore collaborating with the School's community supported agriculture (CSA) provider or other nearby farms to enable children to participate in planting and other farm work, giving them a direct experience of both nature and agriculture in the region. In addition, the School will look to include ideas and discussion in the classroom around sustainability and will continue efforts to recruit Upper School students as members of the Sustainability Committee.

GOAL 6 WORKING TOGETHER

The School will continue to adapt to the growth of the student body by providing greater opportunities for discussion



and collaboration among teachers of same-age groups, within divisions, and between Group Teachers and “Specials” Teachers. At the same time the School will review class scheduling approaches to see if there is a way to provide even more opportunities for coordination among faculty and reduce unnecessary burdens.

GOAL 7 SOCIAL STUDIES, SOCIAL JUSTICE, AND OUR COMMUNITY

City and Country will examine ways to enhance curricular threads of equity, justice, and human and civil rights,

including providing continuing and regular professional development to teachers to deal with discussions of topics relating to economic, cultural, racial, and religious diversity as well as global citizenship and sustainability.

GOAL 8 JOBS

Group jobs within the school, beginning in the Middle School, are an integral and essential part of the C&C curriculum. The School will examine the jobs to ensure that they continue to serve the academic and social needs of students and function smoothly with two Groups at each age.



DIVERSITY

City and Country will enhance and prioritize its efforts and commit the resources to further diversify its student body, parent community, staff, and Board.

GOAL 1 CULTURE OF SCHOOL

With the mission of fostering an inclusive school, City and Country will continue to examine concepts of diversity, fairness, equity, justice, civil and human rights, inclusiveness, and empathy as part of the School's curriculum and culture.

GOAL 2 PROFESSIONAL DEVELOPMENT

The School will further expand diversity training for Trustees, faculty, and administrators.

GOAL 3 A DIVERSE COMMUNITY

City and Country will continue to work to attract and retain more students and faculty of under-represented groups and work to foster empathy in our broader School community, including parents and staff. The School will review the system for allocating financial aid, which is currently available for students from the Vs through the XIIs.

GOAL 4 NEW IDEAS

To better accomplish its diversity goals, City and Country will study schools that have been especially successful at achieving diversity goals, consulting with them to understand their success and determine if there are approaches not previously employed that C&C can incorporate. Additionally, the School will consider ways to better measure its success in fostering diversity.

COMMUNITY



A successful school needs to be sensitive to the views of all its various constituencies and act on them where consistent with the school's primary mission. Community encompasses many aspects of life at C&C. Beyond students, whose experience is covered in academic programs and other sections of the Plan, our community includes faculty, administrators, parents, trustees, alumni, and the neighborhood in which the School is located. The Strategic Plan addresses each of these groups in turn.

GOAL 1 FACULTY AND STAFF
Professional development for teachers, enhanced communication and collaboration among teachers, and teacher independence are key priorities for the School. C&C will create more opportunities for teachers to present at conferences and symposia, including those with a broad focus beyond progressive education. The School will continue to foster a strong and collaborative work environment for teachers and staff and ensure transparency in administrative decision-making.

GOAL 2 ADMINISTRATION
City and Country will renew its focus on succession and transition planning and provide support for key Administration positions. It will

also review the overall administrative structure of the School, with an emphasis on the structure and responsibilities of the Middle and Upper School head position.

GOAL 3 TRUSTEES AND GOVERNANCE
Many members of the Board of Trustees at City and Country are broadly engaged in the life of the School as well as in the direct work of the Board and its committees. The School and the Board will work to further increase trustee engagement, identify strong and diverse candidates for new members, and set clear annual goals for itself and expectations for its members. As part of this, the Board will focus attention on how it establishes and measures

progress on its goals and how it manages its activities and those of the committees. It will make better use of project tracking and management techniques, and it will work to use and share data and other information more effectively to improve transparency with the community. The Board will also continue to look for ways to increase core skills among its members in specific areas, such as fundraising.

GOAL 4 PARENTS
City and Country will foster close communication with the parent body and continue to promote understanding among parents about C&C's program, operation, and governance, including the value delivered by experiencing the entire program through the Xllls. The School will offer parents opportunities to meet with Trustees, encourage participation in school events, and seek greater input from parents regarding fundraising approaches and instilling volunteerism as a valued way to support the School.

GOAL 5 ALUMNI
Alumni look back on their time at City and Country with great warmth and appreciation. Following successful alumni outreach and celebrations for the Centennial, during the five-year period, the School will create additional opportunities for connecting with alumni to return to the School for events, connect with one another, and work with current students. In addition, the School will look at ways to encourage alumni giving.

GOAL 6 NEIGHBORING COMMUNITY
To build strong ties with its neighbors, the School will continue its wide-ranging community service activities, with community outreach participation by students, and provide additional internal support for expanded efforts.

COMMUNICATION

During the five-year period, City and Country will leverage its leadership position and proven success to reinforce its place as the premiere progressive educational institution for children ages two through thirteen and expand its engagement with its community of parents, teachers, students, and alumni as well as the wider universe of potential applicants, educators, academics, community leaders, and the media.

GOAL 1 INTERNAL COMMUNICATION

In order to foster a deeper understanding of the School, its curriculum, and its educational philosophy, as well as dispel misunderstandings about progressive education, City and Country will explore new communication channels and technologies to connect with new families as well as all parents, teachers, students, and alumni. The School will identify new experts and ambassadors among parents, alumni, and, especially, older students, place an emphasis on connecting with new families to welcome

them to the school community and help communicate to them the value of the integrated program experience through the XIlls and what takes place in the Middle and Upper Schools, expand the use of the School's rich archives, and facilitate communication among parents and between parents, teachers, and administrators.

GOAL 2 EXTERNAL COMMUNICATION

City and Country will energetically look for new opportunities to share the School's leadership in social studies, experiential learning, and

collaborative, child-driven programming with a broad range of audiences, including peer schools and the media. During the five-year period, the School will support increased published work by teachers and administrators and expanded participation in educational conferences, workshops, and panels. In addition, the School will promote the new edition of Caroline Pratt's *I Learn from Children* and will seek to build relationships with educational, cultural, and research institutions.

GOAL 3 BUILDING ON THE CENTENNIAL

Building on the positive momentum created by the Centennial celebrations and events in 2013–2014, the School will continue to share its leadership in its second century, reinforcing the ideas behind the phrase “Keeping Progress in Progressive Education.”





FACILITIES

Growth of the School from 246 to 368 students within 15 years has brought new and changing needs from the facilities. During the five-year period, subject to the availability of adequate funding, City and Country will pursue further expansion and renovations of the existing facilities and ensure that space needs for the School's programs are met both in the near future and over the longer term, either within the existing buildings or through satellite space.

GOAL 1 ANNEX SPACE
Since January 2012, City and Country has leased space at 201 West 13th Street that includes a gym, a lunch room, and office space. The School will seek to secure the long-term use of these or other comparable facilities.

GOAL 2 MASTER PLAN
Looking to long-term capital improvements to the School's buildings, City and Country will evaluate the feasibility of new construction projects previously approved by the Landmarks Preservation Commission (LPC), including an elevator and

reconfiguration of classrooms in the 12th Street buildings, and consider submitting a new proposal to the Commission for further work, available funding permitting. The current Master Plan LPC approval is scheduled to expire in July 2016.

GOAL 3 LONG-TERM EVALUATION
Given the shifts in demographics and the real estate market in New York and the growth of the student body at City and Country, the School will undertake a broad review of real estate options and needs in light of the imperatives of the School's mission and programs.

GOAL 4 TECHNOLOGY
Technology and connectivity are integral to student work, collaboration, and student-teacher communication at City and Country. The School will continue to ensure that school-wide network design, infrastructure, and maintenance support academic programs and administrative management functions.

Further, the School will continue to evaluate ways to improve and update its use of available applications for administration, records maintenance, and data back-up.

FINANCE

A healthy school relies on healthy finances. City and Country will build on its current strong financial structure by developing a three- to five-year financial plan, examining tuition, increasing compensation for our talented and dedicated staff, and investigating new sources of revenue to support the School's programs.

GOAL 1 INCREASE COMPENSATION

A top priority for the School during the five-year period is to increase teacher and staff salaries both to remain competitive with similarly situated schools and to reflect the special demands on, and talents required of, teachers at City and Country in light of the School's unique curriculum.

GOAL 2 PRODUCE A FINANCIAL MODEL

The School will: produce a detailed three to five year financial model that will anticipate projected revenue, enrollment, and expenditures; review tuition and financial aid; support the Strategic Plan finance goals; identify financial resources to support the Strategic Planning facilities goals; and increase cash operating reserves.



GOAL 3 INCREASE REVENUE

With enrollment—the primary source of revenue for the School—at its maximum, City and Country will investigate additional revenue sources for the future.





DEVELOPMENT

To complete its healthy financial picture, during the five-year period, the School will set development goals to ensure its long-term stability and to fund its major priorities. The School must continue to build on the culture of philanthropy it has been establishing.

GOAL 1 ANNUAL FUNDRAISING

During the five-year period, City and Country will work to increase total annual dollars raised through the Annual Fund and Annual Spring Benefit to \$1.2 million a year, while continuing to underscore the responsibility of generous giving within one's means to our major constituents, including trustees, current parents, alumni, friends, and families of the School.

GOAL 2 ENDOWMENT

Building on the successful endowment campaign that raised donations and pledges approaching \$5 million in two years, the

School will continue to raise funds for its endowment and will conduct a feasibility study to determine the time frame to meet the endowment fund goal of one times operating budget, currently at approximately \$13 million. A robust endowment will provide financial security and allow the School to contribute endowment income toward increasing professional development and financial aid.

GOAL 3 FACILITIES FUNDS

Given the facilities goals of the next five years, City and Country will examine the potential creation of a fundraising campaign to enhance facilities.

GOAL 4 LEADERSHIP

Recognizing that volunteer efforts and leadership by parents are essential to the success of our fundraising efforts, the School will foster new and ongoing leadership of the development team from within the parent community.

GOAL 5 DONOR APPRECIATION

Individual support for City and Country has a tremendous impact on the operations of the School. City and Country will develop strong and consistent efforts to demonstrate the School's appreciation of participation at all levels, financially and otherwise.

GOAL 6 NEW STREAMS

To continue building fundraising capacity, the School will seek to identify and nurture under-developed fundraising streams.