WE BELIEVE IN THE POWER OF YOUNG WOMEN

NATIONAL CATHEDRAL SCHOOL
WE BELIEVE IN THE POWER OF YOUNG WOMEN
The history of National Cathedral School could be written in terms of the dedicated families who have committed to its growth and sustainability since 1900. A school that began as a unique educational opportunity for girls in Washington, D.C., continues fulfilling that mission today through a new strategic plan approved by the Governing Board in June 2018—one that stakes out an ambitious and forward-thinking vision of the next five years. The plan focuses on the following priorities: teaching students to lead in a dynamic world, enriching the student experience, advancing an inclusive educational environment, strengthening our community’s connections, and providing for an enduring National Cathedral School.

The development of this plan illustrates the power of our community. We began with research from thousands of key constituents, engaged the advice and involvement of dozens more, empowered a steering committee, and have now published a plan to take the school into 2023. Strategic Plan Steering Committee co-chairs Bhavana Boggs and Tae-Sik Yoon led a process that allowed all participants to listen, to reflect, and to consider the next steps forward for NCS. Much of our work was inspired by faculty and staff members who are eagerly proposing and introducing curricular advances that will stand as hallmarks of this period of NCS history.

This document sets the direction of NCS for the five years to come. It is my honor to begin fulfilling the plan in 2018, and soon it will be my privilege to pass that honor to NCS’s next Head of School, who will realize the full vision of this plan with faculty, staff, trustees, parents, students, alumnae, and other members of our community. Continuity in the face of inevitable change is one of NCS’s great strengths. It comes from the deep and abiding belief in our mission and the extraordinary loyalty and generosity of thousands of community members.

Thank you to all who hold this school in your hearts and offer what you can to ensure that it continues to inspire the lives of young women. We are grateful for the faith and trust you place in the educators who teach and the students who learn on our Cathedral Close. Affiliation with National Cathedral School is affiliation with the commitment to learn, to lead, and to love. Thank you for that.

Sincerely,

Kathleen O’Neill Jamieson
Head of School

OUR STRATEGIC PRIORITIES

1. Teach students to lead in a dynamic world.
2. Enrich the student experience.
3. Advance an inclusive educational environment.
4. Strengthen our community’s connections.
5. Provide for an enduring National Cathedral School.
We believe in the power of young women and educate them to embrace our core values of excellence, service, courage, and conscience.

National Cathedral School promotes these core values to prepare students to lead lives of purpose, meaning, and joy, inspired by the Cathedral whose name we share. In keeping with our identity as an Episcopal school, we honor matters of the spirit and make worship an integral part of school life. In keeping with the ideals of the Episcopal faith, we value diversity and make community service an essential part of the NCS experience.
STRATEGIC PRIORITY #1

TEACH STUDENTS TO LEAD IN A DYNAMIC WORLD

The extraordinary pace of change in today’s society challenges educators to take full advantage of new opportunities, bridging disciplines and deftly incorporating emerging technologies, research, and best practices. NCS teachers address this challenge by developing a curriculum that offers our students a highly regarded humanities program; expansive science, technology, engineering, arts, and mathematics (STEAM) opportunities; and leadership training. Students also participate in a community service program that touches every grade and delivers on our obligation to contribute to the greater good and to respond with purpose to the needs of others.

To teach students to lead in a dynamic world, we will pursue the following actions over the next five years:

Build Upon Curricular Innovation

• Develop partnerships with service, educational, governmental, and business organizations that expand student-initiated independent study and experiential learning offerings

• Provide increased opportunities for interdisciplinary studies and global connection

• Enhance course offerings that focus on collaborative and project-based learning

Prepare for Future Challenges

• Increase opportunities for students to gain skills, apply knowledge, and seek solutions in the evolving global digital world, including through STEAM instruction

• Further advance individualized planning, guidance, and preparation for student success in college

• Evaluate and advance strategies for college matriculation in an increasingly global and dynamic environment

• Develop students’ leadership through resources such as the Center for Ethical Leadership and Service

Advance NCS as a Leader in Instructional Excellence and Student Engagement

• Rebalance the academic, extracurricular, and leadership curriculum to expand student opportunities and address student potential

• Create and implement a strategic plan for faculty/staff recruitment, professional development, and retention

• Refine the effectiveness of programs and initiatives addressing student engagement and growth
A supportive network of classmates, faculty, staff, and parents encourages each NCS student to realize her individual potential in a community of engaged learners. Faculty and staff support each student’s learning and growth by providing her with the tools to offer her best. Teachers and students forge strong bonds of mutual respect through the passionate exchange of ideas. While NCS provides a challenging academic environment, we also promote physical, emotional, spiritual, and social well-being through the development of healthy habits. Through her education here, an NCS student prepares for a lifetime of possibilities.

To enrich the student experience, we will pursue the following actions over the next five years:

**Enhance the Learning Experience**
- Reinforce grade-appropriate guidelines to balance student commitments with an appropriately rigorous curriculum
- Inspire students through a joyful learning environment
- Provide experiences beyond classroom instruction that allow for exploration and lead to improved self-knowledge
- Engage students in community service and local internships that develop skills and empower the girls on their personal journey

**Nurture Each Student’s Academic, Social, and Emotional Growth**
- Expand programs that promote life skills and practices students will carry into adulthood, such as resilience, collaboration, curiosity, and sound decision-making
- Encourage each student to pursue her passions and strengthen her self-confidence and self-advocacy skills
- Establish goals in partnership with parents to ensure the health and well-being of their children
- Encourage students’ spiritual development in a community of faith and conscience
- Advance best practices in academic and social-emotional counseling
To advance an inclusive educational environment, we will pursue the following actions over the next five years:

**Live Our Values as an Inclusive Community**
- Expand our current efforts to attract and retain outstanding students, faculty, and staff from diverse backgrounds
- Provide opportunities and support so that all NCS families may participate in school life
- Build upon current programming to welcome NCS families to the school and Cathedral Close communities

**Educate for a Diverse and Global Community**
- Advance a global curriculum that prepares students to effect positive change
- Formalize current practices that promote students’ self-awareness and cultural understanding
- Establish school-wide goals for measuring the effectiveness and progress of an inclusive program

**Advocate the Philosophy of an Inclusive Education**
- Expand training opportunities for faculty, staff, parents, and trustees regarding multicultural education, inclusion, and equity and opportunity for all
- Demonstrate leadership in encouraging diversity in inquiry and thought
- Pursue further opportunities to celebrate the breadth of backgrounds among our students, faculty, and staff

NCS expresses the philosophy of the Washington National Cathedral and the Episcopal Church by embracing the diversity of human experience. Just as the Cathedral is a “house of prayer for all people,” NCS honors all faith traditions and welcomes and celebrates students, faculty, and staff from all backgrounds. Diversity, inclusion, and a multicultural community enrich our learning, as the free exchange of views in an atmosphere of mutual respect combines with a culture encouraging individual expression.
Our school community is united by its dedication to the potential of young women and a belief that nurturing this potential will develop adults of extraordinary capacity. A lifelong relationship with NCS therefore serves as a powerful source of support and inspiration. In turn, our partnership with Beauvoir: The National Cathedral Elementary School, St. Albans School, and the Washington National Cathedral creates opportunities to connect in meaningful ways that nurture us in character, values, and faith.

To strengthen our community’s connections, we will pursue the following actions over the next five years:

**Build Upon NCS Community Relationships**
- Foster new networking connections and lifelong relationships with NCS and among alumnae, with special attention on opportunities to connect current students with alumnae
- Expand national alumnae leadership and further develop regional volunteer programs
- Create and implement additional strategies for communicating with parents regarding their children’s progress and well-being
- Engage parents and alumnae as active partners in community service initiatives
- Increase opportunities for current and former NCS families to deepen their connection to NCS and other Cathedral Close institutions

**Seek Greater Coordination on the Cathedral Close**
- Engage St. Albans, Beauvoir, and the Cathedral in developing a strategic plan for coordination
- Work with these Cathedral Close institutions to improve communication and collaboration

**Advance Environmental Sustainability**
- Develop a process for considering new environmentally responsible initiatives and communicate ongoing commitments and progress
- Increase use of environmentally friendly resources and practices
- Coordinate with the other Cathedral Close institutions in being guardians of the natural environment for the present and future
STRATEGIC PRIORITY #5

PROVIDE FOR AN ENDURING NATIONAL CATHEDRAL SCHOOL

Strong financial health is a necessary foundation of fulfilling our long-term mission. NCS’s financial outlook is healthy, thanks to strong enrollment and fiscally responsible stewardship of tuition and philanthropic dollars. To allow NCS to further bolster its leadership position in an increasingly competitive educational landscape, the time is right to embark on a campaign to increase the school’s endowment.

This strategic plan builds upon the accomplishments of its predecessors, which were made possible through philanthropy. A recent example is the completion in 2017 of the school’s Master Facilities Plan through the Educating Women for the World Campaign, which provided a new library, science labs, performing and assembly spaces, and Grace Chapel. Such community-wide investment in NCS’s strategic priorities has advanced the school in immeasurable ways, and we will keep our focus in the years ahead on continuing this proud legacy.

To provide for an enduring National Cathedral School, we will pursue the following actions over the next five years:

Launch an Endowment Campaign for Excellence

• Provide a rich program of academic and extracurricular opportunities, including additional STEAM opportunities
• Attract and retain the most talented faculty and staff in an ever-more-competitive market
• Strengthen outreach programs that attract students of character and great promise
• Increase support for students from diverse socioeconomic backgrounds
• Ensure that NCS’s facilities fulfill the school’s ambitions

Strengthen Our Economic Model

• Expand the universe of philanthropic and volunteer leaders with a strong commitment to NCS
• Identify and implement operational efficiencies, including in coordination with other Cathedral Close institutions
• Increase non-tuition sources of income

Cultivate Long-Term Relationships

• Deepen relationships with committed community members by engaging them in school life
• Increase communication with supporters of NCS and demonstrate the impact of their support
• Develop programs and initiatives that inspire a culture of lifelong philanthropic support
The Strategic Planning Process

The Strategic Plan Steering Committee, composed of members of the NCS Governing Board, parent and alumnae bodies, faculty, staff, and NCS administration, was charged with oversight of the process of developing the plan and its implementation. Established in late 2016, the Steering Committee began charting a path for extensive research and wide consultation in January 2017.

As a first step, comprehensive surveys of nearly 1,500 NCS constituents—students, alumnae, parents, faculty, and staff—were completed in the winter and early spring of 2017. Students, faculty, staff, and administrators reviewed survey findings in more than a dozen community sessions. The Steering Committee then formed five task force groups, organized around areas of interest that emerged from the data.

A planning retreat involving more than 70 community members was held on Oct. 20–21, 2017, with breakout sessions led by task force co-chairs. The Steering Committee used the ideas generated at the retreat to identify major themes and form an outline of the plan. Over subsequent weeks of deliberation, the initial areas of interest evolved into the five strategic priorities in the plan.

Throughout, Steering Committee members and task force co-chairs played a crucial role in developing the plan. We are grateful for everyone's thoughtful participation and look forward to working with the NCS community to implement the priorities in this plan.

The Strategic Plan Steering Committee

Bhavana Boggs* and Tae-Sik Yoon*
Committee Co-Chairs, Governing Board Members
Alice Hill ’74
Board Chair
Kathleen O’Neill Jamieson
Head of School
Denise Brown-Allen
Associate Head of School/Head of the Upper School
Helen Brown Bechtel ’00
Governing Board Member
Scott Butterworth*
Director of Communications

Rob Cary†
Former Trustee
Faye Ferguson
Director of Finance & Operations
Richard Hastings
Director of Development
Elise Rabekoff†
Governing Board Member
Linda Keene Solomon ’82
Former Trustee
Glenn Youngkin*
Governing Board Member

Task Force Co-Chairs

Denise Allen-Brown
Associate Head of School/Head of the Upper School
Helen Brown Bechtel ’00
Governing Board Member
Rob Cary†
Former Trustee
Faye Ferguson
Director of Finance & Operations
Asheema Hudda*
Governing Board Member
Roy Kapani*
Governing Board Member
Kevin Morin†
Governing Board Member
Alice Mott*
Former Trustee
Elise Rabekoff†
Governing Board Member
Linda Keene Solomon ’82
Former Trustee

*Current Parent
†Parent of Alumna(e)
ADDITIONAL STRATEGIC PLANNING PARTICIPANTS

In addition to the Strategic Plan Steering Committee members and task force chairs listed on the preceding page, the following members of our community took part in a strategic planning retreat held Oct. 20–21, 2017. In many cases, they held more than one role, i.e., parent and faculty member or Governing Board member and alumna.

Alumnae
Amanda Zucker Bowker ’94*
Hutchey Brock Doley ’82
Katie McQuaid ’94
Gay Truscott ’80*
Teri Allen Walters ’80*

NCS Governing Board
Ashura Buckley†
Mariana Bush*
Rob Carter*
Carlos Fierro*
Jeffrey Griffin*
Paul Horvath*
Ellen Jakovic†
Katherine Kiernan†
Maryanne Lavan†
Paul “Chip” Meyer*
Jeanne Muslewihite*
Skye Raiser ’85*
Tamara Riquelme-Manzoni†
Ed Shapiro*
Heather McDaniel Willis ’88

Former Trustees
Husnal Gill*
Diana Goldberg†

Current Parents
Lydia Arnold*
David Ayers*
Katherine Carnahan*
Colette Coleman*
Monica Davy*
Scott Forrester*
Dean Garfield*
Amir Hudda*
Paul Kalb*
Sarah Kahn*
Martha Webb*

Faculty
Daniela Bailey
Svetlana Conte
Sheila Gupta
Caroline King*
Katie Miner
Rachel Mumford*
Nathan Price
David Sahr
Brandon Straub
Nilda Villalta*
Deborah Virtue
Suzanne Woods

Staff
Paul Berry
Keely Boomhower*
Eva Cavaloni
Jessica Clark
Tommie Hata
Erin Johnston
Laura Legg
Pedro Martinez
Alison Seese
Alex Sundman*

NCS Administration
Molly Chehak
Heather Dent
Rachael Flores
Rebecca Jones
Wendy Wilkinson*
Martin Yancey

*Current Parent
†Parent of Alumna(e)
National Cathedral School
Philosophy

National Cathedral School students have great talent and potential. In response, NCS’s creative faculty and staff support and challenge each student with rigorous and inspiring educational programs. Our expertise is in teaching girls and young women to develop their unique talents. Through the passionate exchange of ideas, opportunities for analytical and creative thinking, personal reflection, and the joy of discovery, our students achieve high levels of skill in their academic and extracurricular endeavors. NCS graduates take on the challenges of life keenly aware of their capacity for leadership and ability to make meaningful contributions to the world.

NCS expresses the philosophy of the Washington National Cathedral and the Episcopal Church by embracing the diversity of human experience. Just as the National Cathedral is a “house of prayer for all people,” National Cathedral School honors all faith traditions and welcomes and celebrates students, faculty, and staff from all backgrounds. We believe that diversity and inclusion enrich our learning environment and are essential to academic excellence and personal growth. It is through the deliberate and constant interactions with people of diverse beliefs and backgrounds that students learn compassion, cultural competence, and how to work effectively with others in a global community. Diversity and inclusive practices in our school are essential if our students are to think critically and creatively about global questions and to thrive and lead in today’s world.

Relationships anchored in trust and shared values between and among students, teachers, staff, parents, and alumnae create an environment that fosters intellectual risk-taking, healthy emotional growth, and a lifelong love of learning. Integrity, respect, and personal responsibility are essential components of our community.