FULFILLING OUR PROMISE

CRESCENT SCHOOL STRATEGIC PRIORITIES
2020-2024

MEN OF CHARACTER
FROM BOYS OF PROMISE
Welcome to *Fulfilling Our Promise*, Crescent School Strategic Priorities 2020-2024. It will guide the next chapter of our school's history with a focus on four strategic priorities: *Our Way, Our People, Our Campaign* and *Our Future*. 
A Promising Future

Strategic planning provides an opportunity to contemplate our future and commit to our ongoing school improvement. We developed our new Strategic Priorities in a highly collaborative manner, involving parents, students, faculty & staff, alumni, Board members, and others in our community. The result is a road map that affirms our bold mission, provides a clear vision for our boys and our School, and sets distinct goals to achieve our aspirations.

Our last strategic plan (2015-2020) laid the foundation for our academic plan (*The Crescent Way*), established the Crescent Centre for Boys’ Education (CCBE), enabled us to develop the Master Campus Plan, and deepened ties with our Alumni community.

Crescent's new Strategic Priorities 2020-2024 extends this work to operationalize our mission further and encourage future-forward thinking into our school’s legacy. Four strategic priorities – *Our Way, Our People, Our Campaign* and *Our Future* – are explored fulsomely in this plan.

We are excited to embrace this work and realize even greater promise for what lies ahead.

MICHAEL FELLIN P’24
HEADMASTER

JAMIE COULTER ’87, P’21
BOARD CHAIR
Strategic Planning Process

Working collaboratively is a hallmark of how we do things at Crescent. It is why we formed a joint Board and School committee to engage current parents, students, faculty & staff, alumni, Board members, and a variety of experts in the strategic plan development process. In this way, we ensured a shared vision for what we might become, as well as what we must do together, to achieve our goals.

There were three stages in the planning process:

1. **Discovery:**
   We began by auditing the School’s existing culture and practices. We used a survey and focus groups with parents, students, faculty/staff, alumni and Board members to gauge current perceptions of Crescent’s performance across a variety of dimensions.

2. **Preferred Futures Workshops:**
   The audit findings were the basis of four workshops focused on Our Difference, Our Standing, Our Diversity and Our Campus. Teams of educators, Board governors, community members, and experts evaluated white papers that identified issues, explored opportunities, and proposed recommendations in these areas.

3. **Consolidation:**
   Recommendations from the workshops were evaluated and prioritized. Four strategic priorities emerged to help guide the next chapter of our school’s history. These are the measurable commitments we are making to deepen our mission and realize our vision for Crescent School and the boys we serve.
Mission

Crescent’s mission, *Men of Character from Boys of Promise*, recognizes that boys with curious minds and open hearts have the potential to develop in a manner that will fit their purpose in life, whatever it might be.

Values

We demonstrate four core values daily in our behaviours and our interactions:

<table>
<thead>
<tr>
<th>Respect</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>Students are taught that respect for oneself, peers, teachers, family, community and the environment is at the heart of everything we do at our school.</td>
<td>Students learn the importance of taking responsibility for their actions.</td>
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<table>
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<tr>
<th>Honesty</th>
<th>Compassion</th>
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<tr>
<td>Students are strongly encouraged to think and act in truth.</td>
<td>Students are instructed to treat others the way they want to be treated.</td>
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Vision: Our Boys

Our *Portrait of a Graduate* identifies the knowledge, skills, and character strengths our boys require to achieve future success, wellbeing, and purpose in their career, community, and family life. This is accomplished through an education that is directed towards three guiding questions and six essential qualities:

Who am I?
A Crescent graduate must be a **moral person** with the courage to uphold and act upon the highest standards of ethical behaviour. Additionally, he needs to be **self-aware and self-regulating** with a strong sense of purpose, agency and potential.

How do I lead?
A Crescent graduate needs to maintain a commitment to be a **positive leader** who builds relationships and understands the importance of serving others in order to inspire action and accomplishment. He must also be a **critical thinker** who listens clearly, communicates effectively and collaborates well.

What is my legacy?
A Crescent graduate must be an **engaged citizen** who respects people’s differences, is mindful of interconnectivity and seeks betterment in his local and global community. He must be **adaptable, resourceful and creative** in meeting the challenges of an increasingly complex world.
Vision: Our School

We aim for our exceptional staff, and our inclusive community of alumni, parents, and friends, to be fully engaged in supporting the growth and development of our boys through:

Our Difference
Understanding today’s rapidly changing and interdependent international community, Crescent will prepare our graduates for success. We will do this by establishing a distinctive curriculum and associated programs that will enable them to become globally-minded learners and leaders of social enterprise.

Our Standing
As a boys’ school whose depth of mission is recognised in Canada and beyond, Crescent will continue to evolve from being a school with a local focus to a school with a significant national and international presence. This will be accomplished by augmenting our positive reputation for research-based boys’ education and educational leadership.

Our Diversity
A microcosm of the developing culture of our country, Crescent will enrich our students and staff and their learning experiences by strengthening the diversity and inclusivity of our community.

Our Campus
As Toronto continues to expand, Crescent will meet the educational needs of our students, and support connection with our families, by sourcing new and innovative ways to provide outstanding facilities for the fulfilment of our mission.
Our Way

The academic team will implement our strategic academic plan and associated research-based programs for the benefit of our boys’ personal, intellectual, social and emotional development by:

1. Embedding the School’s Portrait of a Graduate

Our Portrait of a Graduate should shape all of the academic, co-curricular and communal experiences of our boys. We will review how we foster learning in every part of the school and refine our total educational offering to align with the Portrait of a Graduate and our strategic vision to realize our difference.

2. Expanding the Research Programs of the Crescent Centre for Boys’ Education

Our school has an opportunity to become a research-based professional development centre in service of boys’ education, while augmenting our standing as a world leader in the theories and practices on how boys learn best. We will construct a distinctive teacher education program that locates and promotes emerging research on leading practices in boys’ education in partnership with like-minded local, national and global organizations.

3. Establishing a Crescent Diploma of Education

We can draw on our teaching staff and broader community to create an academic, co-curricular and communal program that provides a distinctive educational experience and qualification for all of our boys. We will design and implement a Crescent Diploma of Education that allows our boys to encounter diverse pathways of learning that both meet standard requirements and are enhanced by our essential character qualities, particularly for personal leadership, social enterprise and good citizenship.
Our People

The people and culture team will engage with our staff in deepening Crescent’s culture of personal wellbeing, professional performance, and leadership by:

1. **Embedding the School’s Personal Wellbeing Initiatives**

   Our approach to wellbeing enables our students and staff to grow and support the mission of our school to their fullest extent. We will adopt a whole school approach that enhances the personal wellbeing of our students and staff in a manner that is aligned with – and supports – our mission, vision, and values.

2. **Expanding the School’s High-Performance Culture**

   Supporting our staff in their performance development is the most effective way we can build their personal and professional capabilities. We will offer them a structured process for their growth and development that builds on our earlier work in this area.

3. **Establishing a Staff Leadership Development Program**

   We will create a tiered program that will support staff career development and succession planning. The program will be tailored to our context and our staff competencies and increase our standing within our educational network. We will create partnerships to facilitate a fully articulated staff leadership development program that can further the mission and desired culture of our school.
Our Campaign

Our external relations and business teams will execute Phase One of the Master Campus Plan and develop the school’s resourcing in support of student financial assistance by:

1. Executing Phase One of the Master Campus Plan

The academic, co-curricular and communal experiences of our boys – and the entry and exit for members of our community to/from our campus – can be further enhanced. We will execute specific building projects related to Lower School learning spaces, outdoor sporting facilities, dining spaces, environmental services, and accessibility, safety, and security features.

2. Refining the Long-Term Master Campus Plan

Ongoing planning and discussion with the city and larger community will ensure that the school’s physical resource can be enhanced to maximize the school’s educational program while respecting the natural heritage of our property. We will refine the school’s long-term Master Campus Plan taking into consideration our continuing evaluation of our resources and the opportunities that arise.

3. Expanding the School’s Endowment in Support of Financial Assistance

The academic, co-curricular and communal experiences of our boys are enhanced when we include, in our student body, the sons of families who would not ordinarily be able to access a Crescent education. We will implement a plan to expand the school’s endowment in support of financial assistance for students.
Our Future

The strategic development team will empower future-forward thinking regarding the school’s long-term financial sustainability, alumni engagement, and role within the broader community by:

1. Improving the School’s Long-Term Financial Sustainability

Different models of educational delivery can support our goal to remain financially viable in the future while expanding the reach of a Crescent education to our diverse, broader community. We will construct a range of research and pilot programs to test the feasibility of alternative ways of providing a Crescent education to boys.

2. Deepening Our Alumni Engagement

We can provide lasting benefit to our current and past students and families by establishing a learning hub that draws on the diversity and experiences of the members of our school alumni community. We will establish programs that are relevant, meaningful and reciprocal in enterprise and education to connect the school with its alumni throughout their lives.

3. Exploring Future Strategic Possibilities for Crescent

We can strengthen the culture and practice of our service to our city, province, country and world by deepening the connection of our Portrait of a Graduates to the life experiences of our students and alumni. We will strengthen our process of ongoing community consultation and discussion about our difference, our standing, our diversity, and our campus. This will allow us to refine our understanding of who we are and how we might best serve our broader community.
Follow Our Progress

Want to keep track of how we are progressing with the execution of Crescent School's Strategic Priorities 2020-2024? Visit fulfillingourpromise.crescentschool.org to find out and read our latest news.