



ST. ANNE'S EPISCOPAL SCHOOL

# STRATEGIC PLAN



## MISSION STATEMENT

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*St. Anne's Episcopal School educates minds, enriches hearts and expands horizons.*

## OUR APPROACH

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We provide an uplifting, nurturing environment where each child is fully supported academically, artistically and athletically. We build character and integrity upon a spiritual, moral and ethical foundation and strive to foster the development of people who go on to make significant and lasting contributions to society.

## OUR BELIEFS | *St. Anne's is committed to:*

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- Making decisions based on what is best for each child.
- Honoring the history and traditions of the founding Sisters of St. Anne's and their Judeo-Christian values.
- Welcoming and respecting all forms of diversity. St. Anne's is inclusive in human and spiritual terms.
- Fostering a community of character, humility and kindness.
- Surrounding children with outstanding, innovative and inspirational teachers who strive for academic excellence in a nurturing environment. St. Anne's recognizes the important role that each adult mentor plays in supporting each child's development.
- Encouraging family participation in school and community activities. St. Anne's believes in serving the community in thought, word and deed.
- Cultivating a safe, healthy and welcoming environment. St. Anne's preserves the beauty and serenity of the campus that embody the school's heritage.







## ST. ANNE'S EPISCOPAL SCHOOL STRATEGIC PLAN

MAY 2014



*Dear Members of the*

ST. ANNE'S EPISCOPAL SCHOOL FAMILY,

It is with great excitement and pride that we present this new Strategic Plan for your review. This plan represents a final articulation of a two-year, community-wide process of study and discussion led by the Board of Trustees. Adopted by the Board at its April 2014 meeting, the visions outlined here will help guide St. Anne's Episcopal School for the next five to seven years. Our mission, approach and beliefs, as well as our continued commitment to the values and principles of our Founding Sisters, served as the constant foundation for this work. The plan utilizes these foundational aspects of our community as a springboard to future enhancements and improvements to provide for our children the very best possible preparation for their exciting futures.

This plan encompasses the input and perspectives of every constituent group in our community. Teachers, staff, current and alumni parents, trustees, and friends of the school all played an active role in providing information about current needs and future priorities. They also helped shape and articulate our goals and objectives. This type of community involvement in our school remains one of our greatest, most unique assets, and we are deeply grateful for the input, insight, and hard work provided by everyone involved. After identifying seven central areas of paramount importance, careful and thorough deliberations revealed more specific objectives to pursue in each category. These objectives are expressed as recommendations in each category and suggest ways to further strengthen the school's financial sustainability, curriculum, instruction, facilities, faculty and staff, community culture, and communications, among many others. We are extremely enthusiastic about this bold vision of our future and look forward to working toward making these dreams a reality.

As the title suggests, this Strategic Plan is long-term in nature. Full realization of its goals and objectives will, therefore, take some time. As with its creation, it will also require the continued involvement, support, and dedication of all members of our family. We know we can depend on this St. Anne's constant. This plan is also intended to be an adaptable vision for our collective future. The Board, faculty, staff, and administration will regularly gauge and evaluate progress; we will keep the community abreast of our progress toward realization of this vision, and we will make any necessary adjustments that circumstances might dictate.

Please feel free to share any comments or ideas that come to mind as you review the Strategic Plan. We look forward to working together as a community to build an even brighter future for the beautiful children we serve.

Sincerely,

Alan Smiley  
Head of School

Dr. Stacy McHugh  
President, Board of Trustees

# COMMUNITY AND CULTURE

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## STATEMENT OF PURPOSE:

St. Anne's history is one of "inclusivity" with a priority on teaching and practicing kindness and compassion. Our goals include the following:

- providing a well-rounded education that includes academics, arts, athletics, humanity, and humility;
- encouraging programming to evolve while remaining true to our values;
- fostering strong faculty-student interaction;
- teaching our students how to study and instilling a love of learning;
- inspiring an individual sense of confidence in skills and opinions; and
- providing an understanding of world religions and spirituality.

In addition, St. Anne's has and will continue to support and view diversity as it is defined by the National Association of Independent Schools, specifically including gender, race, socioeconomic status, culture, ethnicity, religion, sexual orientation, age and ability.

## RECOMMENDATIONS:

- Seek to incorporate the school's heritage and history in the recruiting, hiring, and training of new staff and faculty so that new staff and faculty understand and respect the school's culture. Continue to promote our traditions to faculty and staff as well as St. Anne's families.
- Actively seek to increase, support, and retain students and faculty of diverse backgrounds.
- Maintain a strong focus on human interaction and personal communication.
- Support the broad religious beliefs and spiritual diversity of our community and provide exposure to world religions while honoring the Judeo-Christian values of the Founding Sisters.
- Increase social/emotional support for families of diverse backgrounds as they enter and progress through the school.
- Consider using small-group support, attending events in diverse communities, and providing additional services for families who may struggle to participate in school functions.
- Nurture and support all families within our community.
- Continue to explore avenues to ensure that adequate financial resources exist to support tuition assistance and support services.
- Explore avenues where St. Anne's can share its educational philosophy, experience, and expertise with others outside the immediate school community.



## PROGRAMS AND COMPETITIVE POSITIONING

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### STATEMENT OF PURPOSE:

St. Anne's will continually strive to provide robust, integrated, and current programs for the education and enrichment of our children and to further enhance the value proposition of our school.

### RECOMMENDATIONS:

- Foster and communicate an academic environment that promotes development of 21st-century skills, as identified by NAIS, by formally identifying the ways in which instructional programs are meeting this goal and identifying the areas and skills that need to be incorporated.
- Identify, implement, and promote ways to address the differentiated needs of learners with varying ability levels.
- Explore the adoption of a formal process for maintaining and enhancing curricula and scholastic programs including identification of needs, review of current programs, and selection/retention of programs.
- Implement programs that take advantage of both indoor and outdoor spaces to maximize their educational value.
- Examine the possible merits and feasibility of expanding Middle School enrollment, section numbers, and/or programs.
- Develop potential for St. Anne's in the Hills and pursue implementation of an expanded ropes course or other outdoor enrichment features to maximize the valuable, research-based benefits of experiential learning for students and potentially create additional sources of non-tuition revenue.
- Pursue the development and implementation of a refined marketing plan.

## FACULTY AND STAFF RECRUITMENT, RETENTION, AND DEVELOPMENT

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### STATEMENT OF PURPOSE:

Recruiting, retaining, and supporting a faculty and staff that is dedicated, caring, diverse, and high-performing is essential to maintaining the quality of the St. Anne's experience. In order to provide the best faculty and staff for our students, we will prioritize excellence and diversity in all hiring decisions and focus on managing the transition of current faculty and staff anticipating retirement along with the needs of new faculty and staff.

### RECOMMENDATIONS:

- Explore ways to recruit and retain diverse faculty and staff.
- Anticipate the retirement of veteran faculty and staff over the next several years, and plan for the needs of a new generation of employees.
- Explore ways that retiring faculty and staff can remain connected to St. Anne's and share their institutional knowledge.
- Continue to maintain fair and competitive compensation policies.
- Give emphasis to differentiated learning, critical thinking, and integrating technology into the learning process in future professional development for all faculty and staff.



## COMMUNICATIONS

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### STATEMENT OF PURPOSE:

St. Anne's is a community that values personal interactions as the foundation for all forms of communication. With this basic value at heart, St. Anne's strives to reach out to all within our own community and surrounding communities. As a school, we will continually evaluate methods and content of communication that will enhance the exchange of information within our own community and showcase our school to the wider region.

### RECOMMENDATIONS:

- Improve the quality and content of the school website, making it an effective tool for parents, students, faculty, and staff while providing individuals outside our community a view of our campus and who we are.
- Establish a website management model that identifies decision-making procedures.
- Study and establish a plan for the use of social media as a communication tool.
- Align our communications internally and externally to support marketing and development goals.
- Evaluate staffing needs to support website improvements and other internal and external communications.

## SAFETY, SECURITY, AND FACILITIES

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### STATEMENT OF PURPOSE:

St. Anne's seeks to provide a safe and secure environment while maintaining the integrity of our beautiful, historic grounds.

### RECOMMENDATIONS:

- Continue security evaluations and possible upgrades related to campus perimeter, building, and classroom access in a manner that is consistent with the St. Anne's culture.
- Continue to review current policies, and pursue new programs and practices related to student safety and crisis management.
- Evaluate ways to re-utilize the Main Building spaces.
- Provide the required expanded facilities for the programming needs of the St. Anne's in the Hills property.
- Explore opportunities to upgrade St. Anne's athletic facilities.

## TECHNOLOGY

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### STATEMENT OF PURPOSE:

St. Anne's use of technology will be thoughtful, appropriate, and grounded in our philosophy so that we provide each St. Anne's student the lifelong skills needed to succeed in this ever-changing technological world.

### RECOMMENDATIONS:

- Provide deliberate and suitable training opportunities as well as ongoing support for faculty and staff.
- Ensure that technology is used effectively to enhance teaching and learning.
- Promote safe, appropriate, and meaningful uses of technology.
- Create and communicate a Technology Philosophy Statement and an Inclusion Policy.
- Maintain and support a robust, inclusive, and accessible technology program for all school constituencies.
- Annually evaluate technology proficiency and high school preparedness in recent graduates.
- Regularly assess St. Anne's technology needs and implement necessary improvements to ensure that our school's equipment and services are secure and readily available to students, faculty, and staff.

## FINANCIAL SUSTAINABILITY

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### STATEMENT OF PURPOSE:

Thoughtful and prudent financial management will continue to provide the resources to support the school's Mission and Strategic Plan and ensure the long-term financial health and stability of St. Anne's. St. Anne's will strive to support key objectives for faculty compensation and benefits, financial assistance, educational programs, and technology as well as maintaining and improving our buildings and grounds.

### RECOMMENDATIONS:

- Maintain a balanced annual operating budget and continue to fund capital projects through capital campaigns in order for St. Anne's to remain long-term debt-free.
- Consider strategies to make the Plant Reserve Fund a self-sustaining fund to facilitate increased financial flexibility.
- Implement strategies to further grow the Annual Campaign in order to support the school's initiatives.
- Explore potential funding avenues for increasing the Endowment Fund portfolio in order to support future initiatives and needs of St. Anne's.
- Actively promote the awareness of the Mother Irene Society to stimulate planned giving to St. Anne's.
- Develop and articulate a long-range plan for the Development Department.
- Investigate options to fund the enhancement of facilities at St. Anne's in the Hills for curricular purposes.

