



**ST. MICHAEL'S EPISCOPAL DAY SCHOOL
STRATEGIC PLAN GOALS
WITH IMPLEMENTATION STEPS**

I. EDUCATIONAL PROGRAM

St. Michael's primary purpose is to provide a learning environment that prepares students for high school and beyond. Central to this environment is academic excellence and the development of self-confident individuals. Students are prepared through experiences and self-discovery to accept personal responsibility, respect individual differences, and contribute positively to society. The process of creating this strategic plan confirmed that our educational programs are effective. But, since no program is perfect, it also led us to analyze ways in which we can refine and/or extend these programs to enhance our ability to fulfill the school's mission. The global world in which we now live demands that we turn our attention to greater proficiency in math, science and technology, coupled with enhanced critical thinking skills and artistic expression.

GOAL:

Provide a Preschool through Grade 8 educational program that is balanced and dynamic; and fosters a preparation for high school and beyond.

IMPLEMENTATION STEPS INCLUDE:

- Assess and enhance the academic program at all grade levels to ensure that each student is having an effective learning experience with special emphasis on math, science, experiential learning and artistic expression.
- Ensure appropriate integration of technology in teaching and learning.
- Expand community service and service learning opportunities.
- Use the school's core values as teaching tools to foster self-awareness, rewarding relationships, empathy, and appreciation for life-long learning.
- Link curriculum and co-curriculum programs to the world beyond St. Michael's School.
- Assess the continuity and focus of the academic curriculum by developing, using and updating curriculum "maps".

II. FACULTY AND STAFF

One of this plan's most important goals is to continue to attract, develop and retain the highest quality women and men to serve as role models for our students and drive the educational program. To accomplish this we must provide appropriate compensation, as well as a professional development program will give these educational leaders the resources they need to continue incorporating new ideas and teaching methods into their craft,.

GOAL:

Maintain a high level of expertise in the faculty, staff through recruitment, support, retention, and professional development.

IMPLEMENTATION STEPS INCLUDE:

- Identify factors that attract and keep excellent teachers and staff at St. Michael's.
- Maintain an effective compensation plan for faculty and staff.
- Assess and enhance the on and off campus professional growth opportunities for faculty and staff.
- Develop performance review process that is constructive, measurable and meaningful.
- Provide planning and preparation for smooth leadership and long-term faculty and staff transitions.

III. DIVERSITY

Exchange of diverse ideas, points of view and experience is essential to prepare our students for their role as citizens and leaders in a global society. This emphasizes developing a mind set that encourages tolerance and working cooperatively and collaboratively with people throughout the world—recognizing the need to be global in thought and focus. It asks our parents, faculty and students to understand what it means to be part of a world experience which respects differences in people and values the worth of every human being.

GOAL:

Provide an environment that helps students and adults develop tolerance to understand, accept, and appreciate any type of individual differences.

IMPLEMENTATION STEPS INCLUDE:

- Clarify and effectively communicate the school's commitment to the value of diversity.
- Attract and sustain a faculty, staff, administration and trustees who accept and appreciate individual differences.
- Attract and sustain a broad pool of student applicants.

IV. FINANCE

Fostering the personal and academic growth of our students requires time and resources. In order to recruit and retain the best possible faculty and staff, we need to be able to offer an effective compensation package. To continue to support our curriculum, and to support and/or enhance co-curriculum programs we must increase our revenues. And to allow our community and programs to thrive into the future, we need to fund advancement initiatives that will ensure the school's fiscal sustainability.

GOAL:

Ensure the school's viability, solvency, and flexibility in achieving its goals through a sound financial strategy.

IMPLEMENTATION STEPS INCLUDE:

- Develop long range financial plan that includes operations, enhanced programs, fundraising, and endowment and share with constituents.
- Pursue new capital campaign and bond financing to fund further development of the campus.
- Explore potential sources of additional non-tuition revenue to help offset tuition increases.
- Pursue investment strategies that minimize risk and provide effective long-term returns on investments.
- Explore the creation of a planned giving program.

V. ADVANCEMENT

Forging and maintaining strong bonds with its constituents, strengthening its communications, and clarifying and enhancing the school's image are of paramount importance to St. Michael's School. The most effective way to achieve this is by integrating admissions, communications, alumni relations and development, often referred to as advancement, to further the mission of the school and ensure its sustainability. This unified approach will enhance St. Michael's ability to recruit and retain high caliber faculty and staff members, foster alumni loyalty, cultivate donors, recruit and retain a solid student applicant pool, and effectively communicate with the public.

GOAL:

Implement an effective program to advance the school's mission and goals through coordinated efforts in parent, teacher, alumni, and grandparent communication; community involvement; marketing; and donor development.

IMPLEMENTATION STEPS INCLUDE:

- Continue to cultivate communication and partnership with parents.
- Continue to develop a culture of philanthropy to ensure a robust and effective overall fundraising program.
- Develop an integrated marketing and communication effort to build on the school's identity and reputation.
- Implement effective strategies to attract families who value St. Michael's mission, program and community.
- Develop a focus on alumni relations to current and former students.

VI. FACILITIES MASTER PLAN

In the past six years, St. Michael's School has designed and built a new campus, and purchased and developed adjacent property into outdoor play areas. This accomplishment provides the opportunity for the School to develop a master plan to ensure that our facilities meet the needs of our present students and programs, as well as those of the future. To this end, we must first identify the ideal program, and then determine faculty, facilities, size and structure that would best support it.

GOAL:

Develop a comprehensive master plan that will support the highest quality learning environment while sustaining a strong sense of community.

IMPLEMENTATION STEPS INCLUDE:

- Identify the ideal academic and co-curricular program to support the school's mission and core values.
- Determine the size of student population and other resources needed to support the ideal program.
- Determine which facilities need to be renovated or added.
- Acquire adjacent property.
- Conduct a financial evaluation of short- and long-term operating and capital costs and revenues under varying scenarios.