

# 2008-2013 STRATEGIC PLAN

## *St. Mark's in 2013: One School, One Church, One Vision.*

### **Vision**

Built on a solid Church and School foundation of values and character formation, St. Mark's will be the premiere standard for PK3-8 education inspiring diverse, well-rounded and adaptable students to achieve, serve and lead.

### **Goals and Strategies**

#### ***Goal 1. Premiere Educational Program***

St. Mark's educational program will be a well-balanced, challenging, and integrated 21<sup>st</sup> century curriculum distinguished by national recognition.

#### ***Strategies***

- A. Benchmark peer private institutions that have earned national commendation and determine how St. Mark's can best attain national acclaim.
- B. Benchmark peer NAES (National Association of Episcopal Schools) PK3-8 schools and identify best practices to integrate into the St. Mark's curriculum.
- C. Develop a signature program that distinguishes St. Mark's among its peers.
- D. Develop a parent education program to serve the needs of families.
- E. Increase opportunities to integrate technology and incorporate cross-cultural and global learning initiatives.
- F. Sustain a vertically aligned curriculum.

#### ***Goal 2. Outstanding Student Outcomes***

St. Mark's students will have the academic background, confidence, adaptability, and values to contribute to local, regional and global communities.

#### ***Strategies***

- A. Innovate programs that will guide the development of each student to his or her maximum potential.
- B. Increase opportunities for healthy risk-taking.
- C. Institutionalize authentic service learning.
- D. In collaboration with the Church, provide a foundation for each student to develop his or her core values and moral compass.
- E. Establish a global outreach/mission program.

### **St. Mark's Values** (*What do we stand for?*)

- Christian values
- Academic achievement
- Educating the whole child
- Teamwork between parents and faculty
- Community and character development

### **St. Mark's Mission** (*Why do we exist?*)

St. Mark's Episcopal School provides an academically enriched program in a nurturing Christian environment.

### **2008-13 Strategic Issues** (*What will we focus on over the next five years?*)

- The St. Mark's educational experience
- Faculty excellence
- Financial sustainability
- Marketing and advocacy
- Physical facilities

## Vision *(What does success look like for us five years from now?)*

From a solid Church and School foundation of values and character formation, St. Mark's will be the premiere standard for PK3-8 education inspiring diverse, well-rounded and adaptable students to achieve serve and lead.

## Goals *(What must we accomplish to achieve our vision?)*

- Goal 1. Premiere Educational Program
- Goal 2. Outstanding Student Outcomes
- Goal 3. Inspiring and Highly Talented Faculty
- Goal 4. Program-Driven Facilities
- Goal 5. Sustainable Enrollment

## Strategic Planning Committee

### Board Members

Walter Pierce, Chair  
Bill Richey, Vice Chair  
Jenny Champlin, Secretary  
Kim Celedinas  
Pat D'Orazio  
Caron Morton

### Faculty

Jill Loschiavo  
Susan Lott

### Administration

Kay Carnes, Head of School  
Jane Counts  
Donna Bradley  
The Rev. Lisa Barrowclough, Chaplain  
Lynne Mullins  
Ron McElhone

### Staff

Michael Milanese  
Kelee Shilling

### Rector

The Rev. James B. Cook

### Consultant

Christina Drouin

### Goal 3. *Inspiring and Highly Talented Faculty*

St. Mark's faculty will be inspiring and highly talented with diverse backgrounds, heightened skills, and will embody the values and mission of the school.

#### Strategies

- A. Attract and retain teachers with a passion for excellence in lower and middle school teaching and learning.
- B. Pursue and innovate opportunities to recruit an increasingly diverse faculty.
- C. Provide a competitive faculty compensation package.
- D. Inspire and equip faculty to explore new frontiers in learning.
- E. Establish an evaluation system that encourages and rewards ongoing faculty learning and professional development.
- F. Encourage collegial sharing of skills, knowledge, and practices.

### Goal 4. *Program-Driven Facilities*

St. Mark's facilities will enhance academic excellence and enrichment.

#### Strategies

- A. In collaboration with the Church, develop a cost-effective master plan that values student safety and the environment.
- B. Identify and fund necessary improvements through a capital campaign.

### Goal 5. *Sustainable Enrollment*

St. Mark's School will meet its enrollment goals while attracting and retaining a diverse student body aligned with its values and mission.

#### Strategies

- A. Develop a five-year enrollment plan based on peer institution reviews, relevant demographic information, and five-year budget projections.
- B. Develop and fund a marketing plan to build awareness, understanding and appreciation of the value of a St. Mark's education in the local community.
- C. Focus on keeping happy families happy.
- D. Empower existing families and St. Mark's congregation to build awareness and understanding of the value of a St. Mark's education in the local community.
- E. Identify and meet existing and emerging family needs and expectations in areas of aftercare, enrichment and extra-curricular offerings.
- F. Increase financial aid and scholarship opportunities.