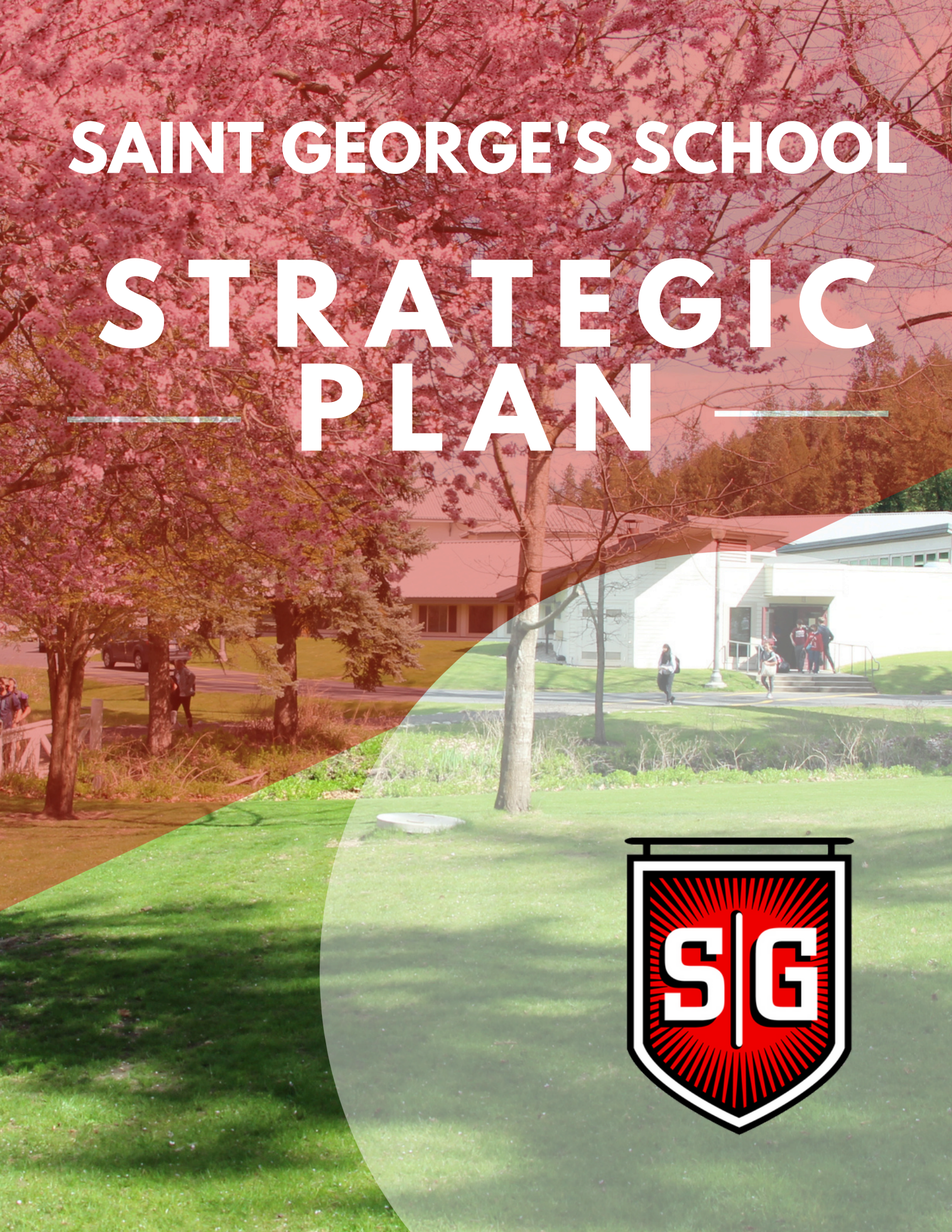
SAINT GEORGE'S SCHOOL

STRATEGIC PLAN



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STRATEGIC PLAN

Soaring to Success

Approved by Board of Trustees
June 5, 2023

Timeline
2023-2027

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MISSION STATEMENT

*"Inspiring **scholars**, **athletes**, and **artists** to **explore, serve,** and **lead.”***

INCLUSION STATEMENT

Saint George’s School is committed to creating and maintaining a diverse, equitable, and inclusive environment committed to the success of all members of the population that it serves; our community aspires to celebrate and reflect the broad diversity of the human experience. As members of the SGS community, we realize that creating and maintaining such an environment will not happen by chance but must be the result of institutional and individual resolve as well as intentional decision-making at all levels. Consistent with our school philosophy, SGS must value diversity and personal well-being while protecting and promoting freedom of thought, freedom of inquiry, and freedom of expression. Members of the SGS community further recognize that this is an ongoing process and requires our sustained Best Efforts.

CORE VALUES



Honesty

Our school exists in a climate of honesty and trust, which sustains our community and encompasses all of its transactions. We strive to be honest in our work, in our dealings with one another, and with ourselves. Integrity is everyone's responsibility.



Respect

We respect one another, our school, our country, our environment, and ourselves. We respect all the differences in others that contribute to the diversity of our community.



Generosity of Spirit

At all times, we seek to act with the welfare of others as the highest priority. We treat one another with empathy and kindness. We accept responsibility for the impact our words and deeds have on others. We assume the best of intentions in one another. We are optimists. We believe in forgiveness, forbearance, and patience.



Best Efforts

We value doing one's best — in the classroom, on the playing fields, and in all our endeavors. We attempt to be our best selves. We believe in teamwork, competition, and collaboration, and we connect effort with excellence.

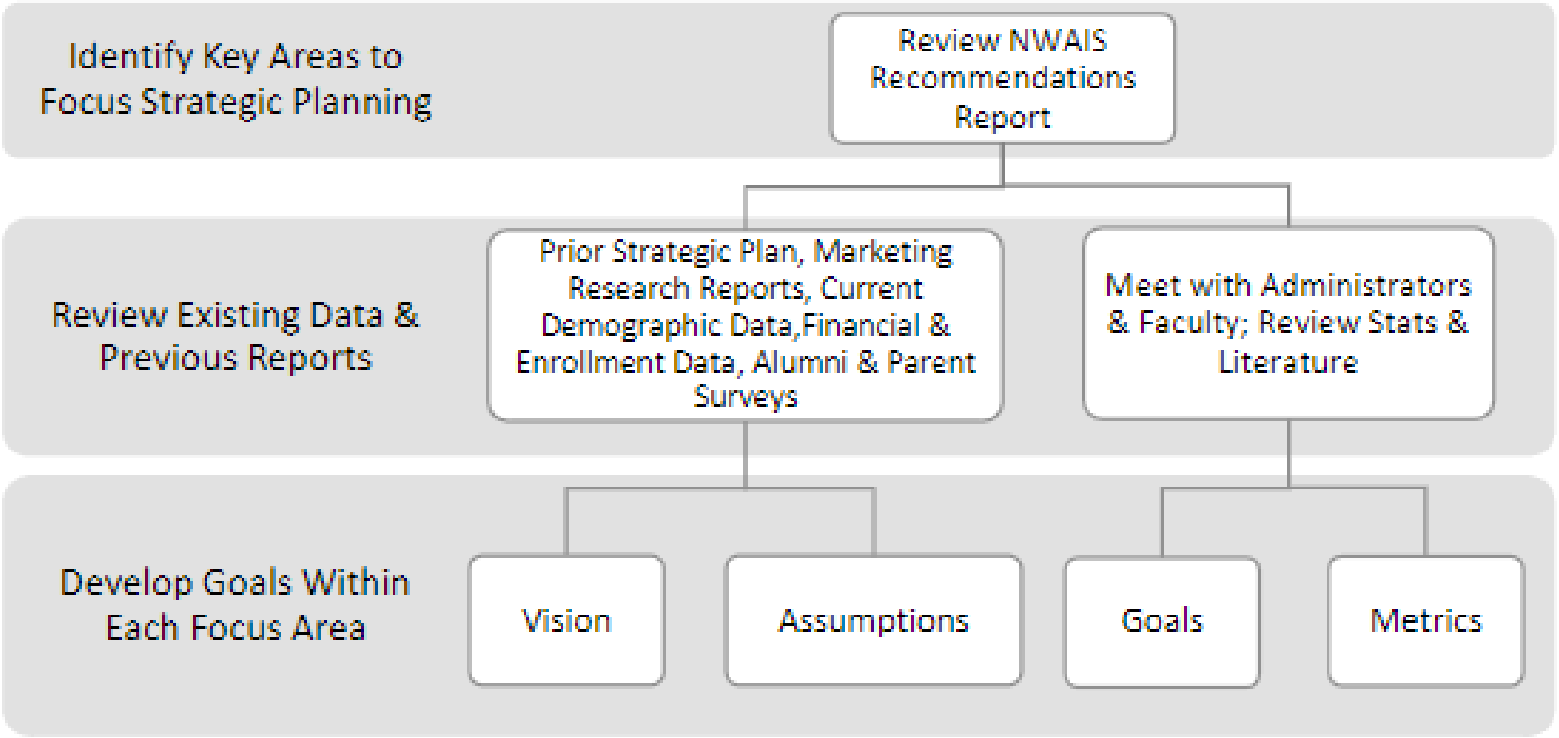
Process for Strategic Plan, Data, & Resources Examined

The Board convened the strategic planning process in July of 2022, with a goal of outlining potential areas of need based on a new educational and economic environment within the “post-COVID pandemic era”. Lessons were learned through the challenges encountered within education during this most challenging time in history. True to SGS’s tenets of excellence in education, its leadership and faculty rose to these challenges, capitalizing on technology and innovation in teaching practices and communication with parents.

Academic rigor was maintained, as was the strong community found among parents, students, faculty, and staff at SGS, all coming together to support continued learning. Enrollment retention was maintained at 92%, and families shared their strong support and appreciation for SGS’s dedication to students and innovation in adapting to the new educational landscape without missing a step. Through these lessons, SGS has grown stronger, and more dedicated than ever, to assuring an educational standard that prepares the SGS graduate for an ever-changing global environment by providing skills and developing strength of character in line with our mission to inspire athletes, artists, and scholars to serve and lead others.

The SGS Board of Trustees comprises twelve members, six with extended service to the school over the past 5-10 years, complimenting six members with less than 5 years of service. This make-up of leadership lends itself toward building upon historical information about past challenges and successes and sharing the distinctive educational elements of SGS across levels. This balance in leadership, in tandem with stewardship by the Head of School offers new insights into future directions.

Planning Process: July 2022 through October 2022



Process for Strategic Plan, Data, & Resources (Continued)

In response to the NWAIS site visit report provided to SGS in 2021, committees had been convened to work on central themes identified. Intentionality and cohesiveness of approach was a priority between this strategic planning and building upon the work of those committees and task force groups to foster continued development of successful conceptual frameworks and activities conducted at all levels within the school.

The Board met in subgroups based on key areas, and engaged input from administration, faculty, and staff about current work and needs to support efforts in recruitment, enrollment, student safety, diversity equity inclusion, and community engagement across the school's diverse offering of curricular and extra-curricular activities, including faculty development, enhancement, and support. Additional analyses were conducted of financial data, demographic information related to the SGS geographic region, and review of philanthropy efforts. In most cases across key areas, the Board recognized the need for a continuous quality improvement (CQI) framework to offer ongoing support and modification in response to student needs, student performance, and engagement with families and the community to promote the SGS message, brand, and quality programs.





The SGS Strategic Plan in Daily Practice

All efforts to determine metrics for focus areas were deemed a priority when in alignment with the SGS mission, and in alignment with position statements supporting a positive, safe, and meaningful student experience. The Board strongly supports the work of the administration and faculty to offer individualized, high-quality education in line with the values of the SGS community, embracing an inclusive learning environment for all.

The Board recognizes the need for the school to be adaptable to changing economic and societal impacts, requiring innovation, and outreach broadly across the Spokane region to attract students and families seeking a strong college preparatory experience in line with values of the SGS community. Metrics were developed providing for ongoing assessment of our growth and to identify needs for greater enhancement. It is essential that continued development of high-quality educational programs aimed at science, math, arts, and technology are cutting edge and the “whole child” is considered by enhancing the educational experience with access to athletics, arts, and a strong outdoor program, taking the traditional classroom model beyond school walls.



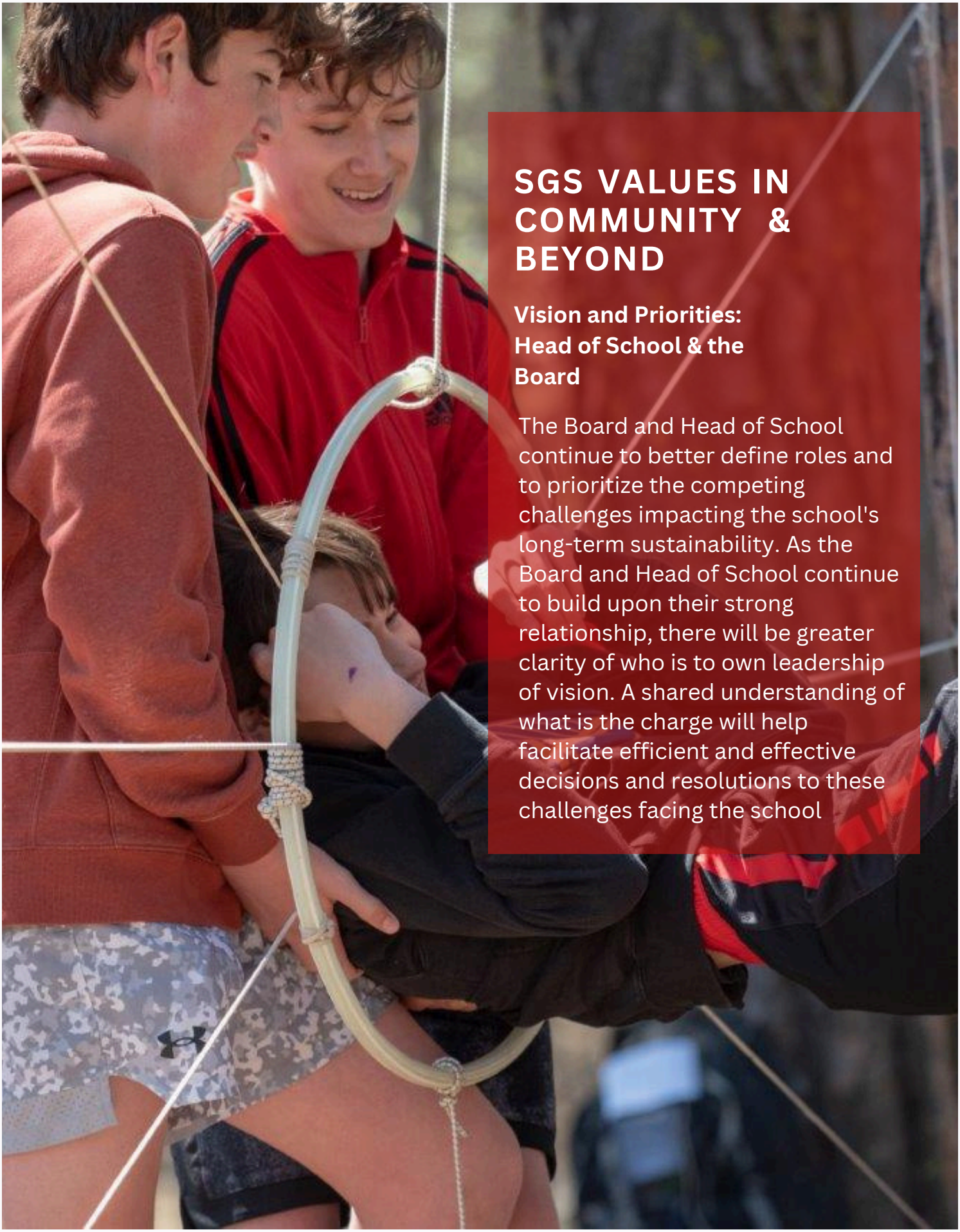
VISION

"Soaring to Success"

Over the next 3-5 years, SGS will maintain and enhance our reputation and standing as the exceptional K-12 school in the greater Spokane area, known for preparing college-ready students in a safe learning environment for the families we serve. We have set ourselves apart with the International Baccalaureate Diploma Program while fulfilling our mission of inspiring scholars, athletes, and artists to serve and lead others. Moving forward, we will attract students and families that value the SGS educational experience while increasing revenue, identifying cost-cutting measures, and hiring, retaining, and developing our teaching expertise. Strategically, we will increase development/fundraising initiatives and identify alternate revenue sources.

As we look to the future, SGS is a strong community with ties to the broader Spokane region and surrounding areas, reaching beyond the state of Washington through our alumni across the country and around the world. We continue to position ourselves as a private school with public purpose, by partnering with other organizations (public and private), marketing our values, and creating tangible results that represent this commitment.

The Saint George's School Strategic Plan 2025 has been designed to address short-term needs and challenges, while bolstering the long-term viability of the institution during a time of rapid change with external pressures we have not experienced before. We look forward to community support as we work together to position SGS for a bright future for our students and future Dragons!



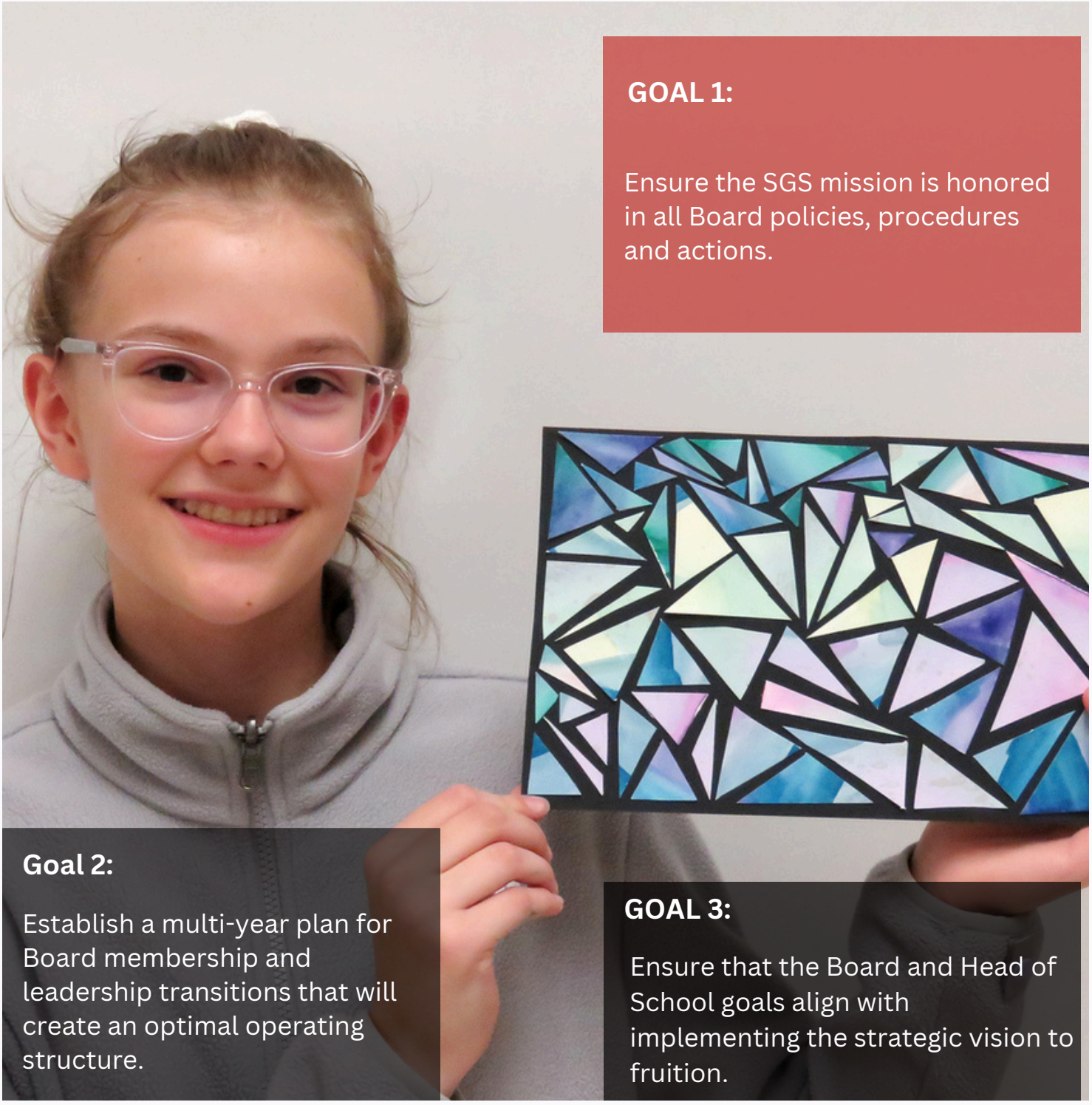
SGS VALUES IN COMMUNITY & BEYOND

Vision and Priorities: Head of School & the Board

The Board and Head of School continue to better define roles and to prioritize the competing challenges impacting the school's long-term sustainability. As the Board and Head of School continue to build upon their strong relationship, there will be greater clarity of who is to own leadership of vision. A shared understanding of what is the charge will help facilitate efficient and effective decisions and resolutions to these challenges facing the school

GOALS

VISION AND PRIORITIES: HEAD OF SCHOOL AND THE BOARD



GOAL 1:

Ensure the SGS mission is honored in all Board policies, procedures and actions.

Goal 2:

Establish a multi-year plan for Board membership and leadership transitions that will create an optimal operating structure.

GOAL 3:

Ensure that the Board and Head of School goals align with implementing the strategic vision to fruition.



SCHOOL SAFETY & STUDENT SUPPORT

COMMITMENT TO CARE

Saint George's School is committed to creating and maintaining a diverse, equitable, and inclusive environment committed to the success of all members of the population that it serves; our community aspires to celebrate and reflect the broad diversity of the human experience. As members of the SGS community, we realize that creating and maintaining such an environment will not happen by chance but must be the result of institutional and individual resolve as well as intentional decision-making at all levels. Consistent with our school philosophy, SGS must value diversity and personal well-being while protecting and promoting freedom of thought, freedom of inquiry, and freedom of expression among students and faculty. Members of the SGS community further recognize that this is an ongoing process and requires our sustained Best Efforts.

GOALS

STUDENT SUPPORT - COMMITMENT TO CARE



GOAL 1:

The Board adopts a DIversity, Equity, Inclusion, Belonging (DEIB) Board statement and Gender-inclusive school policy.

Goal 2:

Diversifying the board to increase the diversity of perspectives represented.

Goal 3:

Increasing Board DEIB training to fully embrace diversity, equity, inclusion, and belonging as a school community.

Goal 4:

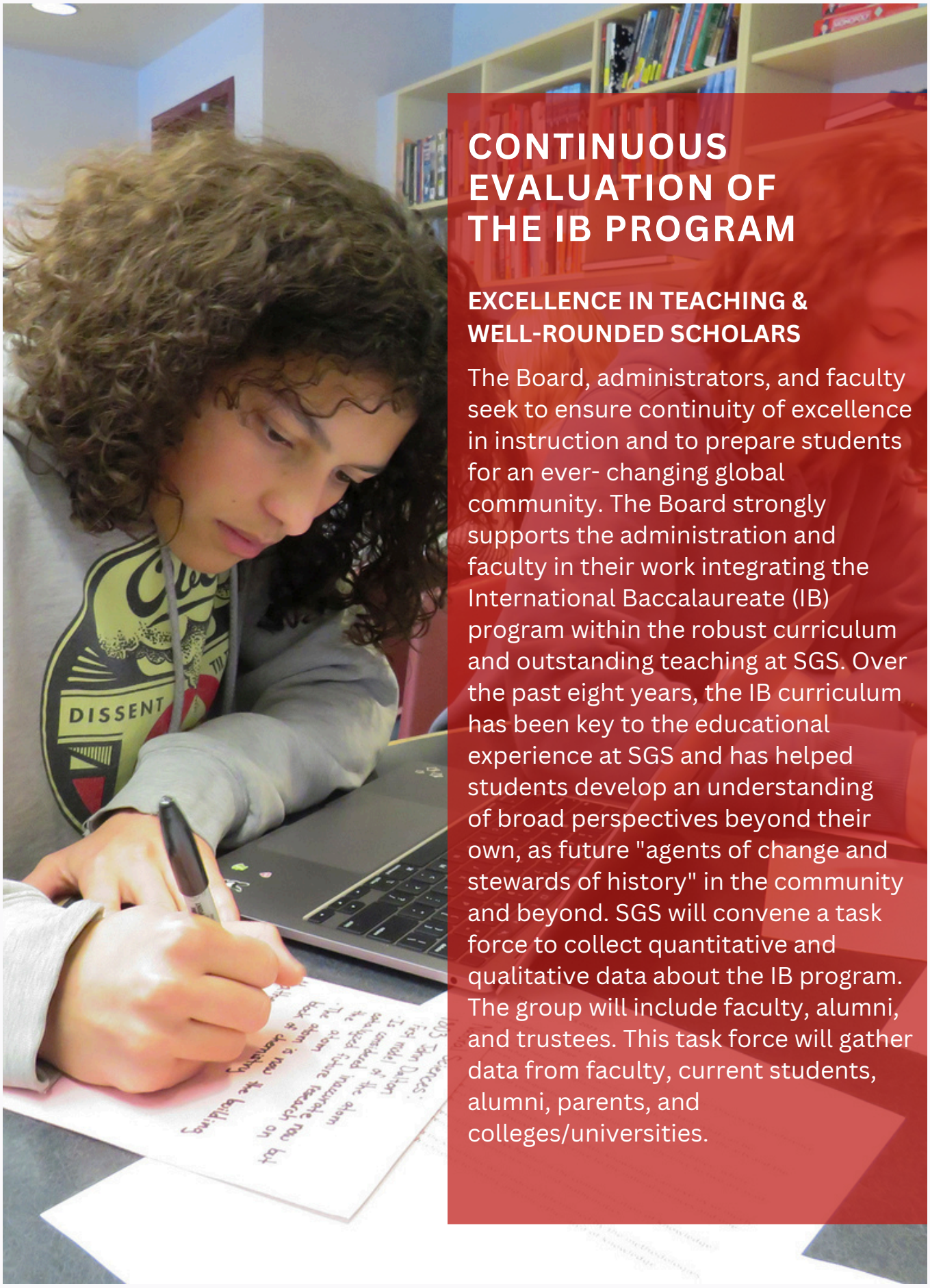
The SGS administration will develop, implement, and assess a Bias Incident Reporting system that is safe and effective for students, in compliance with the values expressed in the DEIB statement.

Goal 5:

Ensuring the curriculum is comprehensive and inclusive of ethnicity and cultural viewpoint, sexuality, and gender identity, and representative of the students we serve.

Goal 6:

Ensuring a physically and emotionally safe space for learning so that students can thrive.



CONTINUOUS EVALUATION OF THE IB PROGRAM

EXCELLENCE IN TEACHING & WELL-ROUNDED SCHOLARS

The Board, administrators, and faculty seek to ensure continuity of excellence in instruction and to prepare students for an ever- changing global community. The Board strongly supports the administration and faculty in their work integrating the International Baccalaureate (IB) program within the robust curriculum and outstanding teaching at SGS. Over the past eight years, the IB curriculum has been key to the educational experience at SGS and has helped students develop an understanding of broad perspectives beyond their own, as future "agents of change and stewards of history" in the community and beyond. SGS will convene a task force to collect quantitative and qualitative data about the IB program. The group will include faculty, alumni, and trustees. This task force will gather data from faculty, current students, alumni, parents, and colleges/universities.

GOALS

EXCELLENCE IN TEACHING & WELL-ROUNDED SCHOLARS



GOAL 1:

Increase awareness of the IB throughout SGS with use of IB logo, language, and informative sessions.

Goal 2:

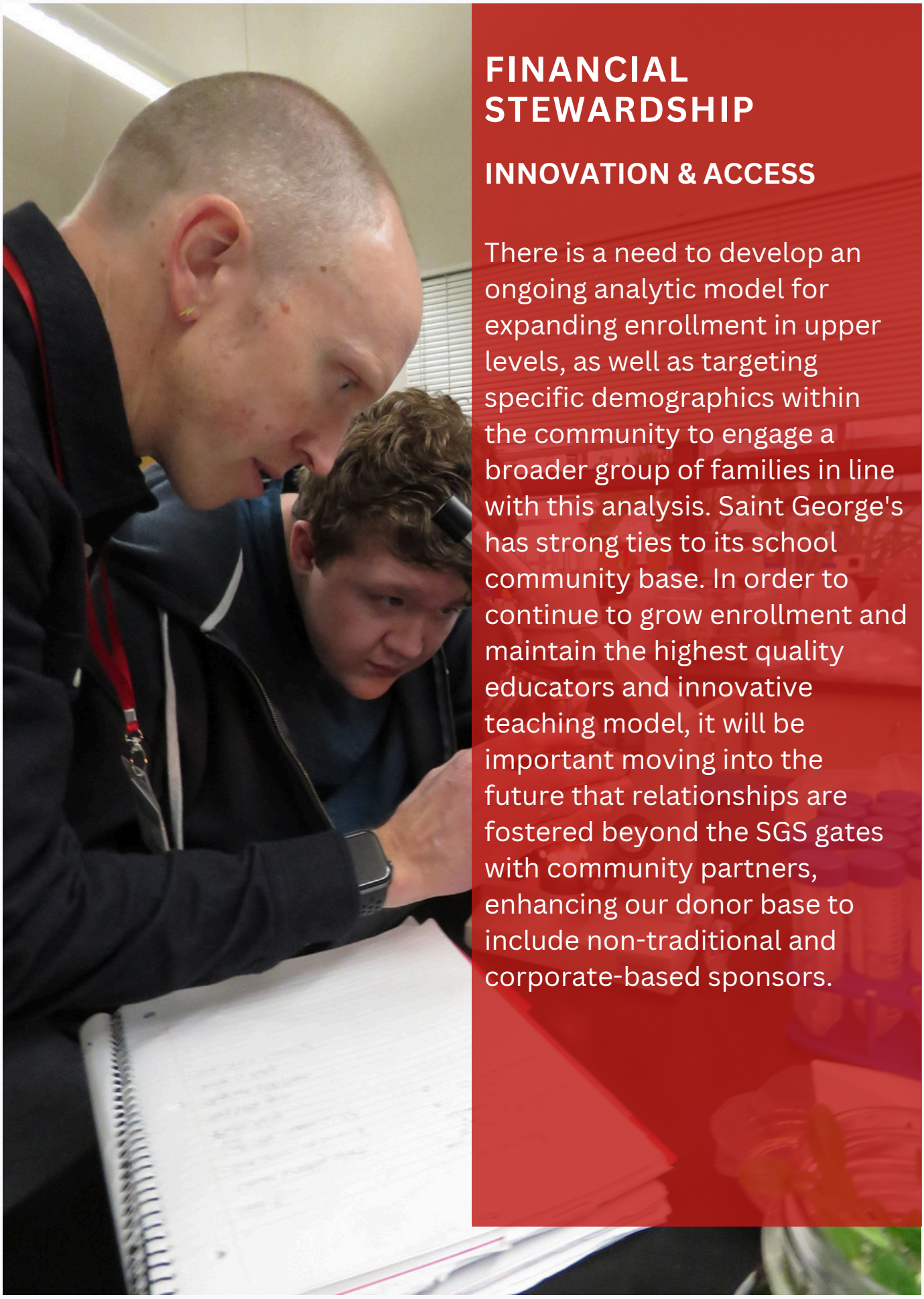
Student readiness to engage as an IB learner across the K-12 continuum of education at SGS.

Goal 3:

Annual review of graduation metrics and readiness self-assessments reported by students, cost- effectiveness of the program.

Goal 4:

Conduct an annual review of faculty perspectives, engagement, and support of the IB.



FINANCIAL STEWARDSHIP

INNOVATION & ACCESS

There is a need to develop an ongoing analytic model for expanding enrollment in upper levels, as well as targeting specific demographics within the community to engage a broader group of families in line with this analysis. Saint George's has strong ties to its school community base. In order to continue to grow enrollment and maintain the highest quality educators and innovative teaching model, it will be important moving into the future that relationships are fostered beyond the SGS gates with community partners, enhancing our donor base to include non-traditional and corporate-based sponsors.

GOALS

INNOVATION & ACCESS - Financial Plan, Enrollment & Costs

GOAL 1:

Use tuition increases strategically along with a blended approach of cost reduction and fundraising goals to create a balanced budget within the 3-5 year scope of this strategic plan.

GOAL 2:

Increase the enrollment funnel utilizing the website and marketing initiatives.

GOAL 3:

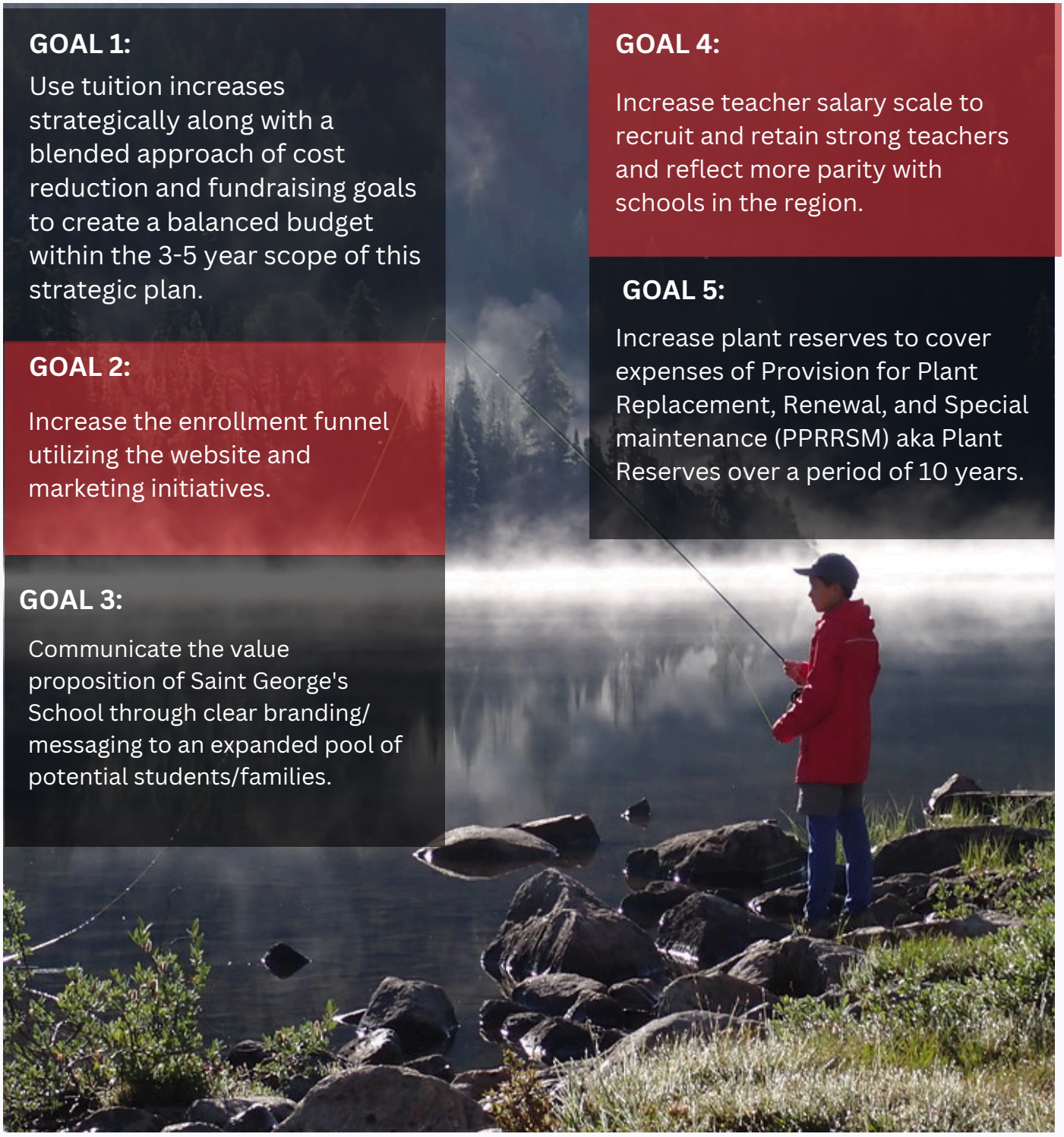
Communicate the value proposition of Saint George's School through clear branding/ messaging to an expanded pool of potential students/families.

GOAL 4:

Increase teacher salary scale to recruit and retain strong teachers and reflect more parity with schools in the region.

GOAL 5:

Increase plant reserves to cover expenses of Provision for Plant Replacement, Renewal, and Special maintenance (PPRRSM) aka Plant Reserves over a period of 10 years.





DEVELOPMENT INITIATIVE

SUSTAINABILITY

Sustainability for SGS requires long-term commitments and community engagement and awareness within a growing Spokane community. The growth within the region and the increasing demand for independent school education requires proactive efforts to bring in students through a variety of intentional pipelines. A consistent message will promote the school and can be enhanced through business community relationships and personal "champions" of the school

GOALS

Development Plan



GOAL 1:

SGS will expand awareness of our school through identifying corporate partnerships that incorporate a pipeline model for employee awareness paired with philanthropic support to the school for areas of education aligning with that values of the sponsoring organization.

Goal 2:

Increase development activity to enhance opportunities to increase enrollment and engagement of donors through two major areas: 1) increasing awareness of SGS through developing a "student recruitment" and "onboarding" community outreach package for employers; 2) fostering individual donor relationships, including alumni and those interested in supporting major gifts

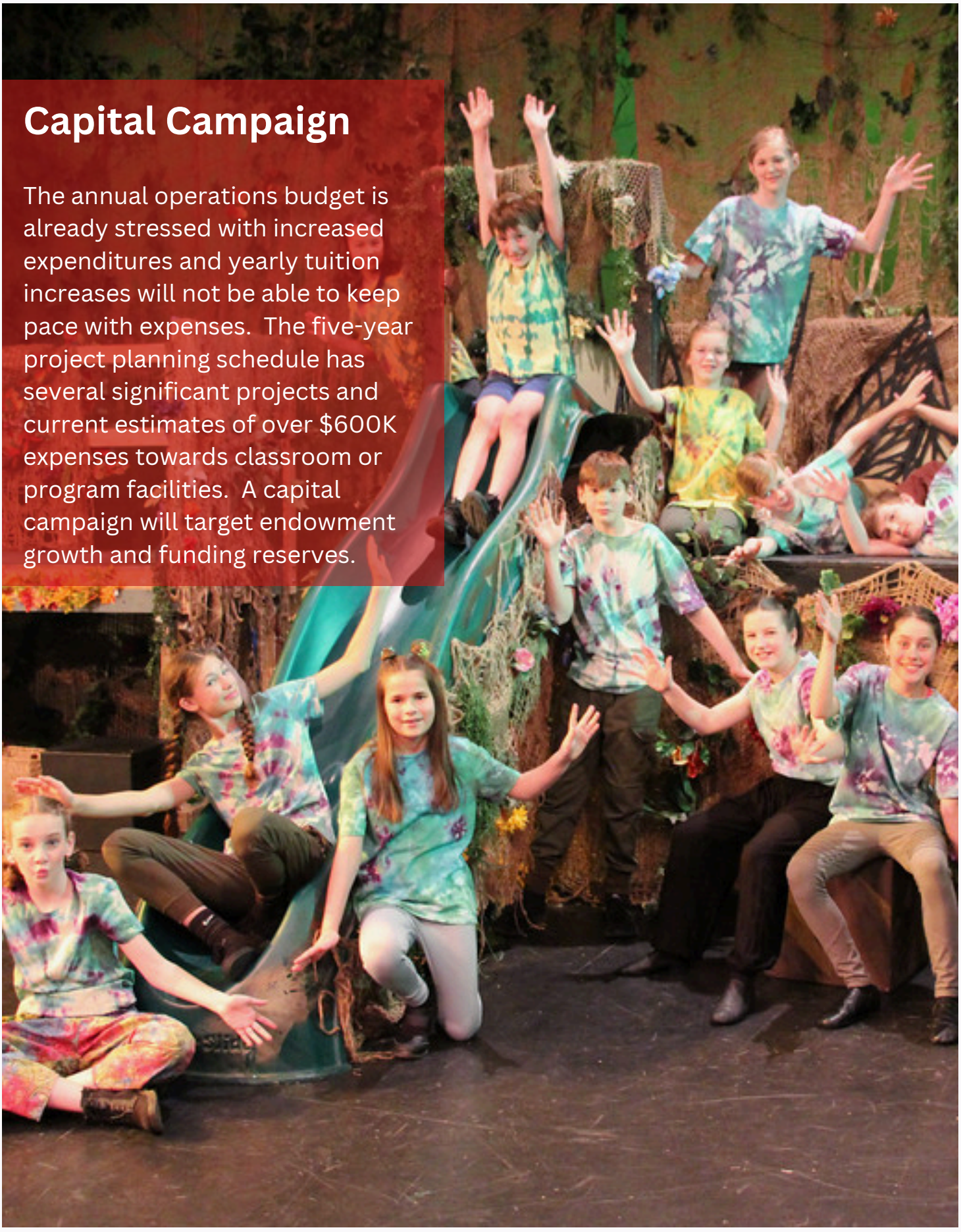
Goal 3:

Following a three-year model, dedicated personnel will be appointed and held accountable to the Board for obtaining annual financial milestones to increase yearly with a focus on donor engagement, major gifts, and corporate partnerships.

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Capital Campaign

The annual operations budget is already stressed with increased expenditures and yearly tuition increases will not be able to keep pace with expenses. The five-year project planning schedule has several significant projects and current estimates of over $600K expenses towards classroom or program facilities. A capital campaign will target endowment growth and funding reserves.



GOALS

Capital Campaign



Goal 1:

Launch capital campaign to increase fund raising revenue to support endowment growth.

Goal 2:

Capital Campaign to include Funding of Provision for Plant Replacement, Renewal, and Special Maintenance (PPRRSM).

Goal 3:

Identify other capital funding needs: Compensation, Benefits, etc.