



St. Anne's School of Annapolis  
**2014-2017 STRATEGIC PLAN**  
 INSPIRE ★ INQUIRE ★ INNOVATE





# OUR MISSION

St. Anne's School of Annapolis invests in the intellectual and spiritual promise of each student in a community that celebrates diversity and values the dignity of every human being. We challenge students to think critically and creatively, to know themselves as learners, and to govern their lives with confidence, compassion and integrity. St. Anne's School draws from its Episcopal tradition as an independent, co-educational school, serving students in Preschool through Eighth Grade.

## Overarching Goals

- **CONNECT** families and educators in a vibrant community that upholds fundamental beliefs about how we educate students for success at school and in life.
- **POSITION** St. Anne's School as a leading demonstration school for exceptional Preschool through Eighth Grade education in the broader independent school marketplace.
- **FOSTER** faculty excellence through optimal compensation and substantive professional development.
- **SECURE** our sustainable future through enrollment, finance, and philanthropy.

*Our School*  
creates successful scholars,  
innovative leaders, and  
responsible global citizens.



## Dear Friends,

We are pleased to present to you the St. Anne's School of Annapolis 2014-2017 Strategic Plan: *Inspire, Inquire, Innovate*. This document reflects 15 months of research, reflection, and planning on the part of trustees, staff, parents, grandparents, and alumni families, all on behalf of our students.

Strong forward-looking schools consistently evaluate themselves. To envision and plan for a vibrant future, we have sought the insight and expertise of our full community. Whether you responded to a survey or participated at the retreat in the Fall of 2012, on committees throughout the last school year, or in small group discussions during the Fall of 2013, you have helped delineate priorities that will position our school to thrive well into the future.

For this plan to be successful, our strategic thinking must be ongoing. The Board of Trustees and Administration will share our progress and will continue to seek input and feedback from the St. Anne's School community. We look forward to continuing this essential dialogue with you.

Sincerely,

Head of School



# WELCOMING COMMUNITY

At St. Anne's School of Annapolis, the contributions of every child and adult are respected and valued. The civil exchange of ideas and diverse perspectives generates wisdom and understanding. Parents are central to the health and vibrancy of our school. As they embrace and are embraced by our community, they recognize and are able to articulate the incomparable value of a St. Anne's School of Annapolis education.



## Just & Equitable Community

- **ESTABLISH** a Social Justice Committee comprised of parents, teachers, students, Board members, and community members.
- **PARTNER** with the Parents Association (PA) to ensure our community is welcoming to people of all faiths, backgrounds, and cultures and that students, staff and families are invited to engage in service learning and reasoned dialogue about issues of justice and equity.
- **PLACE** greater responsibility in the students' hands for creating and maintaining a socially just community in order to enhance students' leadership skills, commitment to service, resilience, and moral courage.



## Connected & Engaged Advocates

- **OFFER** multiple opportunities for families to deepen their understanding of our school's mission, identity, and program through visual displays, virtual communications, classroom experiences, and meetings with the head of school and program directors.
- **ENCOURAGE** broad engagement of our families by expanding the Parents Association (PA) welcome program, supporting volunteer leadership, and outfitting physical and virtual spaces to reflect our welcoming spirit.
- **DEEPEN** connections among our families, between our families and the school, and within our alumni community through thoughtfully planned and well communicated events and activities.
- **HIGHLIGHT** curriculum continuity among the Twos, Early Childhood, Lower School, and Middle School programs so that constituents understand the ways in which a unified philosophical approach benefits each child.



## Our Students

experience the power of a collaborative and just community and learn to contribute meaningfully to the world around them.





Our school provides the advantage of both an inquiry-based academic curriculum and an intentional social curriculum based on leading research and best practices. Our program develops successful scholars, innovative leaders, and responsible global citizens. Our students graduate with the critical and creative skills necessary to thrive in premier high school programs and beyond.

## Leading Edge Curriculum

- **DISTINGUISH** ourselves locally and nationally as a leader in Preschool through Eighth Grade education.
- **SUSTAIN** a culture of teacher leaders who promote academic excellence and who contribute to education scholarship.
- **UNDERSCORE** the value of our Episcopal identity that calls us to invest in the intellectual and spiritual promise of every student and teaches them to uphold the dignity of every human being.
- **INVEST** in the school's technology infrastructure to support the scope and sequence of the technology program.
- **CREATE** the I<sup>3</sup> Collaborative for teacher leaders who are committed to applying innovative research in neuroscience and human development to enrich student learning.

## Capable & Responsible Students

- **DEMONSTRATE** our commitment to social justice and anti-bias education within the entire school culture by facilitating conversations and instituting programs that celebrate and honor the dignity of all people.
- **ADVANCE** St. Anne's School as an institution dedicated to service learning by engaging all students in meaningful service projects that connect to their learning.
- **DEEPEN** students' understanding of themselves in context of others, locally and globally, using both virtual and action-based field work.
- **PROMOTE** student health and fitness through continued focus on the importance of physical education, physical activity, athletics, and the practice of mindfulness.

*Through our*

distinctive academic and social program, our students engage others with integrity, joyfulness, and understanding.







# EXTRAORDINARY FACULTY

Our faculty is a dedicated, distinguished community of teacher researchers who seek and model excellence, deliver a responsive and rigorous program, and invest in the promise of each student. Likewise, St. Anne's School invests in our faculty to attract, nurture, and retain exceptional educators.



## Highly Competitive Compensation

- **PROVIDE** highly competitive benefits, with a particular focus on retirement considerations.
- **MAINTAIN** competitive salary range for faculty with schools our size and in our region and continue to evaluate and ensure competitive compensation for all staff.
- **EXPLORE** additional creative or unconventional employee benefits.



## *Our Dynamic*

faculty provides expert instruction, challenging students to think big and tackle tough ideas.



## Sought-After Professional Life

- **NURTURE** an institutional culture rooted in the school's core values of honesty, inclusiveness, kindness, responsibility, and academic excellence.
- **SUPPORT** faculty with optimal professional development opportunities.
- **SHOWCASE** faculty expertise and leadership through the I<sup>st</sup> Collaborative.
- **FACILITATE** professional communication, collaboration, and research among faculty.
- **SOLICIT** constructive feedback annually to evaluate, support, and refine our programs, campus, and culture.



The Board of Trustees holds the future of St. Anne's School in trust. The Board strives to position the school for long-term sustainability and success through strong financial management, advocacy of our program and faculty, consideration of opportunities for innovation, and communication of its vision and ongoing goals.

## Thoughtful & Diligent Governance

- **PERPETUATE** the Board of Trustees by recruiting members based on the strategic needs of the school.
- **ENGAGE** in regular governance training to ensure that each trustee understands the distinctiveness of the program and is an active advocate for the school.
- **INVITE** broad participation in the implementation of the Strategic Plan.
- **PROMOTE** understanding and make visible the work of the Board of Trustees, Parents Association and related committees.

## Judicious Fiscal Stewardship

- **GROW** the Annual Fund and the endowment by educating our community about the transformational impact of giving on the educational experience of every student.
- **INITIATE** a Planned Giving Program.
- **IDENTIFY** and enhance additional revenue streams, evaluating both existing and potential programs for congruence with the school's mission.
- **SAFEGUARD** financial aid sustainability and socioeconomic diversity by ensuring financial aid allotments are within the appropriate range of regional schools our size.

## *Our Board*

understands that a strong, sustainable future requires planning, engagement, reflection, and innovation.





St. Anne's School holds a distinctive niche as the premier leader in pre-high school education in the Annapolis area. We seek to grow demand for our program and extend our visibility in the community by communicating our strengths and distinguishing features, as well as enhancing the aesthetics, welcoming nature, and functionality of our campus.



## Strong & Sustained Enrollment

- **INCREASE** total enrollment by 3-6% annually over the next three years.
- **MOBILIZE** our community to be confident ambassadors and advocates for the school.
- **STRENGTHEN** connections among families in Early Childhood, Lower School, and Middle School through shared experiences.
- **ENHANCE** all points of contact with the school to ensure parents and students feel embraced and informed.



*Our supportive,*  
engaging environment reflects  
our school's mission.




## State-of-the-Art Facilities

- **CONDUCT** an audit and update our facilities management plan.
- **OPTIMIZE** school-wide technology infrastructure and functionality, reflecting our technology vision in context of the school's mission and philosophy.
- **CREATE** and implement a master facilities plan to enhance our welcoming atmosphere; improve environmental and financial sustainability; and optimize exterior space for exploration, recreation, and outdoor classrooms.





# ACKNOWLEDGEMENTS

We are deeply grateful for the wisdom, hard work, and contagious excitement of the community members who have influenced the future of St. Anne's School by playing a significant role in our strategic planning process.

## Board of Trustees

- Jim Reinig**, Chair
- Wendy Thomas**, Vice Chair
- Jay Nogueira**, Treasurer
- Debbie Larsson**, Secretary
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- David Brashear**
- JoAnn Deak**
- Haley DeMaria**
- Bobbi Farquhar**
- Jeff Filipek**
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- Brigitte Herbert**
- Mike Lewis**
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- Robert Petty**
- Carl Pirie**
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## Strategic Planning Steering Committee

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- Tiffany Musa**, Co-Chair

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- Lisa Grasso**
- Mike Miller**

- Lisa Nagel**
- Jay Nogueira**
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## Administration

- Lisa Nagel**, Head of School
- Caroline Aras**, Director of Admissions
- Elizabeth Belli**, Director of Business and Finance
- Hutchev Doley**, Director of Advancement
- Judy Fedinick**, Lower School Program Director
- Wendy Gray**, Director of Upper School Placement and Alumni Relations
- Jul Lee Martensson**, Early Childhood Program Director
- Tiffany Musa**, Middle School Program Director
- Laura Steinen**, Director of Communications

## Strategic Planning Committees

### Extraordinary Faculty and Innovative Program

- Wendy Gray**, Co-Chair
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- Hutchev Doley**

- Judy Fedinick**
- Emily Kolarich**
- Jul Lee Martensson**
- Maggie Melson**
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- Lisa Nagel**
- Pattie O'Neill**
- Christian Pazdersky**
- Lisa Zimmerelli**

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- Jewel Hill**
- Lisa Nagel**
- Julie Nogueira**
- Pattie O'Neill**
- Christian Pazdersky**
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- Sharon Pyfrom**
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- Caitlin Reiss**
- Amy Shields**
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- Karen Yeigh**
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### Smart Growth and Sustainability

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- Christina Cook**
- Ralph Cruikshank**

- Dean D'Camera**
- Hutchev Doley**
- Anne Egan**
- Bobbi Farquhar**
- Kelly Finnegan**
- Lisa Nagel**

- Jim O'Hare**
- Robert Petty**
- Jim Reinig**
- Caitlin Reiss**
- Jerry South**
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## Strategic Implementation Teams

### Board Implementation Team

- Carl Pirie** and **Jeff Filipek**, Implementation Chairs
- Carl Pirie**, Advancement Committee Chair
- Lisa Grasso**, Buildings & Grounds Committee Chair
- David Brashear** and **Amy Shields**, Enrollment Catalyst Committee Chairs

- Jay Nogueira**, Finance Committee Chair
- Brigitte Herbert**, Human Resources & Head Support and Evaluation Committee Chair
- Haley DeMaria**, Trustee Committee Chair

### School Implementation Team

- Wendy Gray** and **Tiffany Musa**, Implementation Chairs
- Julie Lewis**, **Deb Kontor**, and **Lisa Wells**, Enrollment Catalyst Committee Co-Chairs
- Kathy Fitzgerald**, **Val Devaris**, **Sean McDonald**, and **Christina Mosteller**, Buildings & Grounds/Technology Committee Co-Chairs

- Jewel Hill**, **Kelly Finnegan**, and **Gretchen Moran**, Social Justice & Service Committee Co-Chairs
- Erin Russell** and **Lisa Cumberpatch**, Staff Collaboration & Development Committee Co-Chairs