



## Introduction

Since 1938 St. Michael's Country Day School has proudly served the children of Aquidneck Island and beyond, preparing them for their next educational steps and empowering them to be lifelong learners. With increasing enrollment and the addition and growth of school programs in recent years, the school is in a very strong position. While the school's success is clear, it is crucial that all institutions step back, take stock and reflect on their priorities from time to time. St. Michael's is no exception. To this end, the school has developed a fresh strategic plan which will serve as a road map and a North Star over the coming ten years. The plan was developed through an inclusive process, involving a range of participants from across our vibrant school community, and was facilitated by the research firm Ian Symmonds & Associates.

Central to our plan is an effort to ensure that St. Michael's is preparing students for an ever-evolving world. Consider these invigorating strategies that will take our school to the next level:

- Our plan attends to the further development of our robust school programming, along with an effort to make St. Michael's an even more supportive and inclusive environment for each and every child.
- We also seek to address the needs of our beautiful and impressive campus, with an
  eye toward providing cutting edge and appropriate spaces and amenities to more
  fully support and align with our comprehensive and impressive school programs.
- The plan also calls for the school to take steps to secure the long term sustainability of the school so that the school may attract the very best faculty and staff.
- Additionally, through this process we renewed the school's Mission, Vision and Value statements, which are shared as part of this document. The words we've chosen reflect the school's current and past efforts and are written to be an inspiration for future generations.

In the coming months we will develop a timeline and action plan for each of our goals and determine who will be responsible. This is a robust and bold plan and the aim is to meet all of our goals and objectives by the 10th year of implementation.

I look forward to working together to make our vision a reality in the years to come.

## **Walter Landberg**

Head of School

# Our Mission,<br/>Vision and Values

## Mission | What We Do

Develop courageous learners and caring citizens who are world ready — Courageous Learners. Caring Citizens. World Ready.

## Vision | Who We Strive To Be

Be a leader that cultivates the essential qualities students need to thrive in a dynamic global community.

## Values | Ideas We Live By

These values are core to the SMCDS community. Our children, faculty, staff, and extended community embrace these values as vital to our mission.

### 1. Community

Operate with kindness and respect. Embody and celebrate diversity in all regards.

### 2. Communication

Find and use your voice. Write, speak and listen. Seek to understand before seeking to be understood.

## 3. Courage

Take risks. Fail forward. Embrace the challenge.

## 4. Problem Solving

Work together critically, creatively, and respectfully.





## Define and declare a leading, distinct educational philosophy and signature programs.

- Establish and integrate aspects of diversity, equity, and inclusion into our curriculum across all grade levels to ensure all individuals feel valued, represented and reflected.
- Promote an environment of lifelong learning for faculty and staff with the aim of recruiting, developing and retaining top-tier faculty and staff.
- Develop a limited number of signature programs in key and leading academic areas that will drive our academic program and reputation, building upon existing strengths.
- Prioritize the development of social emotional skills in effort to improve student well-being.



## Enhance our community well-being, diversity, inclusion, and belonging.

- Develop a plan to establish ourselves as a community with a commitment to diversity and inclusion that fosters an equitable environment.
- Enhance our school-wide commitment to volunteer service.
- Embed and integrate sustainability and environmentalism into our school community, aligning curriculum and community service to ensure students are environmentally conscious global citizens.
- Build strategic partnerships with colleges and universities to provide a steady pool of teachers for consideration and opportunities for experienced faculty to lead and mentor.





## Enhance our physical plant and assets, articulating our master plan to meet future needs.

- Add or expand classrooms to facilitate growth, accommodate desired programming and achieve optimal capacity.
- Create distinct facilities for arts and athletics, creating additional space for electives and exploring outside revenue drivers.
- Explore adding a dining option to improve value and convenience for families and staff, increase revenue and enhance the curriculum.
- View all future campus development through the lens of environmental sustainability and seek opportunities to demonstrate the school's commitment to sustainability.
- Ensure accessibility to all spaces on campus for students and faculty of different abilities.
- Maintain our current infrastructure as we address our deferred maintenance and preserve the historic character of buildings and grounds.



## Grow the school revenue through redesign, innovation and extension.

- Strengthen and enhance our athletics program and offerings.
- Examine the feasibility of adding students and grades.
- Examine the feasibility of implementing a more extensive transportation system or network to better connect with the region and explore new enrollment markets.
- Explore the feasibility and potentially design online or digital offerings that provide new access points, expand our footprint, and enhance our revenue.



## Expand our long-term sustainability, strategic enrollment management, and connection to our community.

- Grow the endowment through executing a meaningful, multi-faceted and creative capital campaign.
- Deepen the leadership function at the governance and management team of the institution, cultivating greater capacity to guide the organization and implement this long-range plan.
- Serve and partner more systematically and deliberately with our community.
- Market better to our stakeholders, delivering a clear message that differentiates St. Michael's from our competition that demonstrates our distinctiveness.
- Improve faculty and staff compensation and benefits offerings so we are competitive with similar independent schools in our region in order to attract and hire a diverse and talented faculty and staff.
- Expand our access and diversity through exploring alternative sources of delivery of our programs.
- Establish a strategic enrollment management policy that prioritizes optimum fulltime enrollment, goals for alternative delivery, and compositional goals for our student body.



## Strategic Planning Participants

## **Board of Trustees**

Julianna Barbieri **Dory Benson** Sheika Egan Walter Landberg, ex officio Alvaro Londono Susan Lovejoy, Secretary Amy Martin, Board Chair Chris McNally Mervan Osborne Jessica Phillips James Powell, Treasurer **Kelly Richards Curt Richardson** Isabella Ridall Andrew Salem, Vice Chair Andrea van Beuren

## **Steering Committee**

Jason Bazarsky Lucy Darragh Crista Durand Jillian Emmert Ted Ferry Mark Horan Leslie Keohane Walter Landberg **Todd Martin** Sandy Merten Elise Nine Andy Ridall Andy Salem Indira Schorsch Kate Stearns **Phil Tutino** 

## **Design Team Members**

Hadley Bazarsky Jennifer Carney Margaret Chai Maloney Jean Cross Eli Dana Katy Duckworth-Schachter Bernadette Griffin Mary Kate Hickey Morgan Huntley Courtney Huth Marc Lennon Alvaro Londono Max Nuki Carrie Parker Lauren Ralph Kate Rooney Chris Ryan Linda Spinney Kate Standifer **Scott Travers** Jenn Tyndall Jedd Whitlock

Jeremy Wintersteen