

OUR **STRATEGIC VISION**





Introduction

A Sequoyah education challenges the mind, nurtures the heart, and celebrates human dignity. Our new strategic plan is anchored in a clear purpose, rooted in joyful learning, purposeful thinking and reflection, constructive dialogue, and a deep commitment to diversity and equity to fully realize the promise of progressive education.

This strategic plan strengthens the foundation for Sequoyah School's future. Because current tuition revenue cannot sustain all of our commitments and priorities, part of this plan calls on us to explore strategic solutions and possibilities. It calls us to steward our mission with financial diligence, transparent communication, and an unwavering commitment to accessibility, innovation, and shared responsibility. It challenges us to deepen our culture of belonging, to celebrate the traditions and voices that make our community strong, and to nurture spaces where every student and community member feels valued, respected, and empowered.

The goal is for this plan to be the product of collective effort and care. Over the past several months, we gathered insights from students, families, alumni, faculty, trustees, and staff, ensuring that a rich diversity of voices shaped its direction. The process was data-informed: surveys, focus group discussions, and open-ended feedback were coded, analyzed, and distilled by a small, dedicated Strategic Plan Task Force. Our Strategic Plan identifies the challenges that shape our path forward and reaffirms our commitment to the values that make Sequoyah unique.

Pillar 1: Learning that Matters

Challenge: Over 60 years ago, our founders promised a progressive education that would allow for a “leading out process, not a pouring in”—a student-centered education without standardization. Now, we challenge ourselves to further develop a distinctly Sequoyah education that retains their vision with a skill-based curriculum that is clear, measurable, and connected across grade levels.

Commitment: Empower future-ready learners through a clearly articulated, dynamic, student-centered education that fosters critical thinking, compassion, curiosity, and initiative.

Key Priorities:

- **Define and deepen progressive education** at Sequoyah by clarifying and communicating a shared understanding of progressive education across the community.
- **Strengthen and align our academic program** by further developing a cohesive scope and sequence of learning across all grades, while reinforcing strong foundational competencies.
- **Advance interdisciplinary learning and systems thinking** by equipping students to navigate complexity through applied learning across disciplines and programs
- **Support whole-child growth for a volatile world** by fostering a learning environment that supports intellectual curiosity, emotional growth, and ethical reasoning.

Pillar 2: Educators that Thrive

Challenge: Sequoyah’s faculty are powerfully aligned to Sequoyah’s mission and education. With a tuition-dependent revenue model and endowments in early growth stages, we challenge ourselves to offer a package of compensation, work environment, and growth opportunities that are compelling to exceptional educators.

Commitment: Strive to attract, equitably support, and retain a diverse, expert, mission-aligned, and passionate team of educators.

Key Priorities:

- **Foster a culture of ongoing learning, reflection, and growth** by providing mentoring, meaningful feedback, recognition, and professional development.
- **Offer a compelling compensation package** that considers salaries, traditional and forward-thinking benefits, teaching resources, and work flexibility.
- **Explore faculty recruitment strategies** to respond effectively to local and national challenges and trends.
- **Develop a diverse, mission-aligned team** of educators, administrators, and staff who are equipped to support Sequoyah’s program, grow in their professional careers, and steward the school toward long-term sustainability.

Pillar 3: Spaces that Connect

Challenge: Sequoyah's campuses reflect our commitment to place-based education, with spaces designed for indoor/outdoor learning and community connection. We challenge ourselves to provide the significant maintenance and investment that is required to fully support our people and programs.

Commitment: Create, identify, and sustain learning spaces, on and beyond Sequoyah campuses, that encourage connection and collaboration, allow programmatic expansion, and celebrate our unique place in the world.

Key Priorities:

- **Develop a phased, long-term Campus Master Plan** that aligns with personnel, facilities, and programmatic needs, reinforces Sequoyah's K-12 identity, and identifies strategic opportunities for sustainable growth.
- **Address long-standing facilities needs** with an emphasis on safety, financial prudence, historical value, and environmental sustainability.
- **Expand learning environments beyond the classroom** to enhance program offerings, connect students to nature and their communities, foster stewardship and application, and support interdisciplinary learning.

Pillar 4: Stewarding a Sustainable Future

Challenge: Sequoyah's commitment to socio-economic diversity through Indexed Tuition is both a core strength and a defining value. At the same time, in the context of the independent school financial model, it introduces additional financial constraints that limit budget flexibility and fundraising capacity. We challenge ourselves to explore new strategies that support short-term vitality and long-term sustainability, while upholding our core commitment.

Commitment: Explore strategic opportunities, conduct data-driven studies, and foster a community-wide culture of financial ownership and collective care for sustainability in a competitive marketplace.

Key Priorities:

- **Increase budget capacity** by evaluating market trends, expansion potential, the Indexed Tuition model, and emerging AI efficiencies in business operations.
- **Strengthen fundraising** by educating the community on the importance of philanthropy in Sequoyah's financial model and ingraining a school-wide culture of giving at all levels.
- **Diversify revenue streams and partnerships** through auxiliary program development, major donor cultivation, and foundation relationships that support long-term investment in Sequoyah.
- **Develop a storytelling strategy** that communicates Sequoyah's history, mission, values, and distinctive educational approach, inviting the broader community to engage with and invest in the school's long-term sustainability.

Pillar 5: Rooted in Diversity and Community

Challenge: Our founding principle of diversity recognizes that true inclusion requires more than representation. We challenge ourselves to design all aspects of our collective work to lift up the power of a diverse community where everyone belongs and we all thrive as a result.

Commitment: Reflect the heart of Sequoyah School by continuing to nurture a culture of belonging, connection, and shared responsibility for celebrating human dignity.

Key Priorities:

- **Foster and maintain diversity** of identity and life experience among students, staff, faculty, and administration.
- **Empower students and staff** to work towards an equitable and inclusive school through the development of skill-building curriculum, professional development, and ongoing reflection.
- **Energize Sequoyah students and educators** to lead on multi-perspective education and its power to develop agency and empathy.



SEQUOYAH
SCHOOL

Sequoyah School is an independent day school in Pasadena, California, where students thrive in a diverse community, are appreciated for their individuality, and are supported by a progressive approach to learning.

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