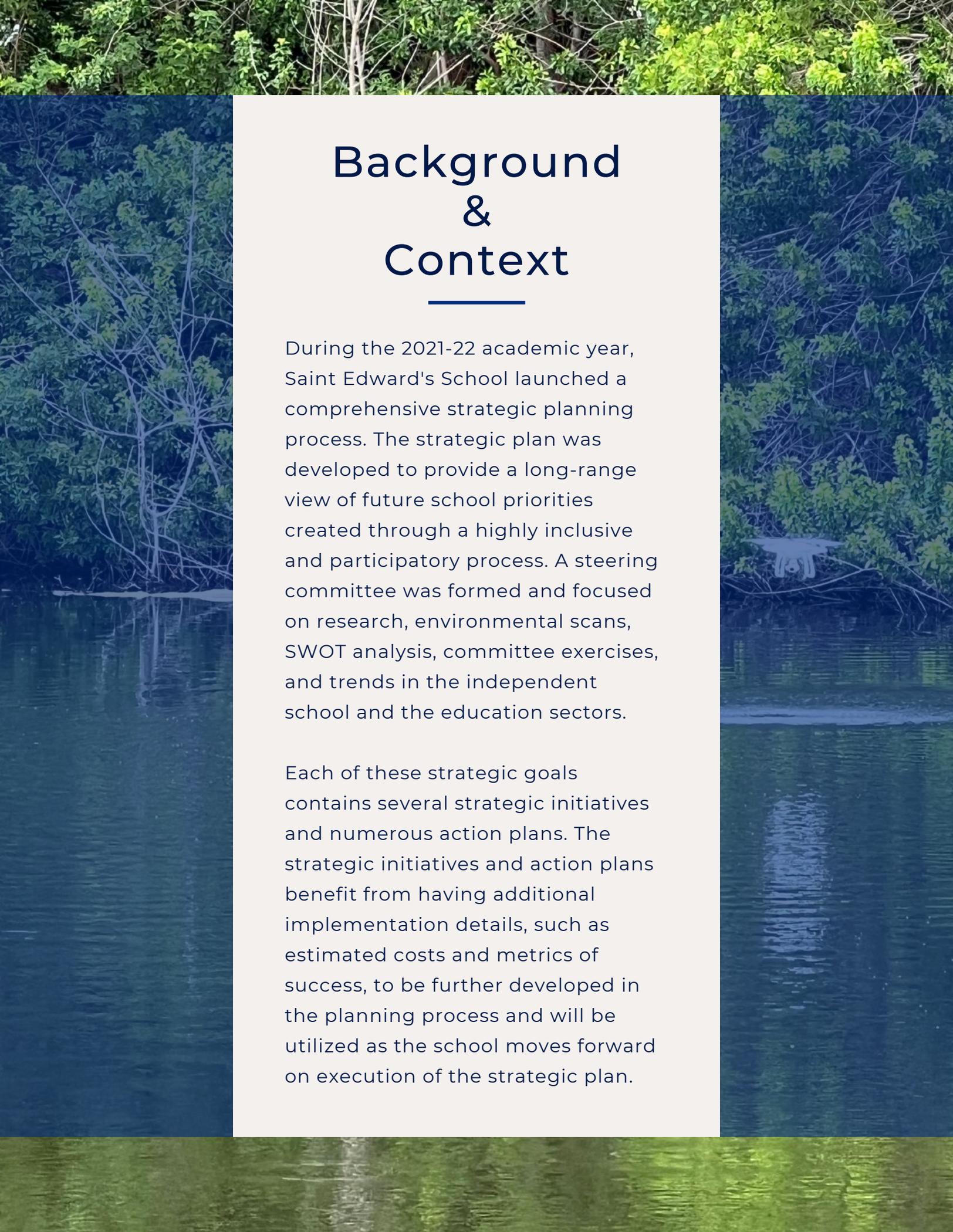


SAINT EDWARD'S SCHOOL

2023-2028
Strategic Plan

NAVIGATING a
BOLD *future*



Background & Context

During the 2021-22 academic year, Saint Edward's School launched a comprehensive strategic planning process. The strategic plan was developed to provide a long-range view of future school priorities created through a highly inclusive and participatory process. A steering committee was formed and focused on research, environmental scans, SWOT analysis, committee exercises, and trends in the independent school and the education sectors.

Each of these strategic goals contains several strategic initiatives and numerous action plans. The strategic initiatives and action plans benefit from having additional implementation details, such as estimated costs and metrics of success, to be further developed in the planning process and will be utilized as the school moves forward on execution of the strategic plan.

Table of Contents

01 Letter to the Community
Dr. Hirstein and Board Chair Wendy Porter outline the vision for the strategic plan

03 Steering Committee
Committee Members & Working Groups

04 A Vision for the Future
How the traditional Mission Statement will grow with the School

08 Our Strategic Goals
Immediate, On Deck and Long-term

12 Communication
First-Year Communication Plan and Events



Navigating a BOLD FUTURE Strategic Goals

Goal 1

Lead the Region in Academic Excellence

Goal 2

Inspire the Next Generation of Scholarship

Goal 3

Reimagine Our Learning Environment

Goal 4

Fortify Our Future



Letter to the Saint Edward's School Community

Dear Saint Edward's School Community,

In honoring the education we have provided for nearly 60 years, and with an eye to the future, we are delighted to share Saint Edward's School's next strategic plan with you. This collaborative exercise sought input from multiple constituencies; parents, faculty/staff, alumni, students, and the Board of Trustees. The work was broad in scope, and the emphasis was centered on creating a vision and path forward for the future of the School while upholding our mission, values, and commitment to our students, families, faculty and staff.

Saint Edward's approached this plan for the future by developing a strategic plan to guide decision and actions for the next chapter in our history. It was an inclusive exercise that consisted of reflection, discussion and analysis. Over the past year, Ian Symmonds & Associates was retained by the school to help facilitate this process, including a steering committee and six working groups, all representing a cross-section of our community. The steering committee began by analyzing the survey data that many of you completed in early January. Next, the group identified themes that emerged from the survey while also analyzing demographic and market data. This data guided the team as they expanded into working groups.

The six working groups are:

- *Articulate a first-time vision for the future*
- *Advance our regional leadership through positioning and signature programs*
- *Expand our community partnerships and connections*
- *Enhance our core academic and co-curricular programs*
- *Enhance our physical plant and assets*
- *Expand our long-term sustainability*

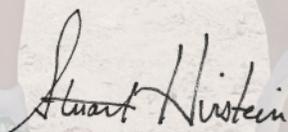
The working groups began by formulating strategic initiatives that included potential costs, action steps, measurable outcomes, and responsible parties. The steering committee then reconvened to formulate a draft plan which was finalized and presented to the Board of Trustees for final approval this fall.

The implementation of our strategic plan will be overseen by SES senior leadership and the Board of Trustees.

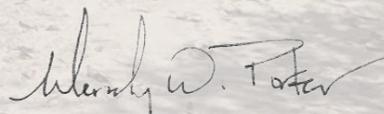
We are excited to begin this new chapter at Saint Edward's School and look forward to working with you as we build on the foundations of our past to shape a better future for tomorrow.

We wish to thank our faculty, staff, parents, alumni and Board of Trustees for their leadership and commitment to transforming this collective vision into a reality. We will share updates with you as we move forward in accomplishing our goals.

Sincerely,



Dr. Stuart Hirstein
Head of School



Wendy Porter
Board Chair

Steering Committee Members & Working Groups

Steering Committee Members

Wendy Porter
Beth Zamerski
Mara Slattery
Andrew Russell
Kelly Fykes
Brady Roberts

Dr. Stuart Hirstein
Keira Murphy
Stuart Rogers
Katie Newman
Chad Miller
Ed Halsey

Jack MacMullan
Dr. Louise Dunn
Román Ortega-Cowan
Rich Schofield
Amarilys Heard

Working Groups

Articulate a first-time vision for the future

Román Ortega-Cowan*
Wendy Porter
Dr. Stuart Hirstein
Jack MacMullan

Enhance our physical plant/assets

Kelly Fykes*
Rich Schofield
Chad Miller
William Stribling
Lourdes Alvarez-Rogers
Quen Voyles
Jeremy Baker
David Rogers
Al Krueger
Dr. Shaun Hurley
Jason Fykes
John Huryn

Advance our regional leadership

Amarilys Heard*
Keira Murphy
Brady Roberts
Margy Kulczycki
Carly McAuliffe
Margaret Young
Eliza Link
Betsy Wengler
Terry Mitchell
Ann Wald
Pete Hengen
Dr. Darin Lockwood

Expand our long-term sustainability

Beth Zamerski*
Kathy Savage
Stuart Rogers
Trey Smith
Adam Logemann
Rick McDermott
Jason Orzechowski
Darren Sylvia

Expand our community partnerships

Andrew Russell*
Ed Halsey
Monica Jennings
Kristi Schofield
Danielle Miner
Linda Nelson
Dr. Molly Martin
Fr. John Barrett
Dr. Greg Rosencrance

Enhance our academic and co-curricular programs

Dr. Louise Dunn*
Katie Newman
Mara Slattery
Camille Greene
Greg Zugrave
Anita Meadows
Vanessa Orzechowski
Morgan Smith
Emori Keyer
Nicole Padgett
Michele Sternberg
Lori Infanzon
Katy Healy

* = Working Group Chair

A First-Time Vision of the Future

Mission

What We Do

Saint Edward's School is a community and culture that promotes lifelong learning by developing critical thinking, collaboration, and a thorough preparation for college and the future. Founded upon the Episcopal tradition, the focus is on the whole child, led by a strong faculty who work to help all students reach their full potential in the classroom and beyond.

Vision

Why We Do It

We Shape the Future

Core Values

The Ideas We Live By

Advocacy



Moral Courage & Spiritual Growth

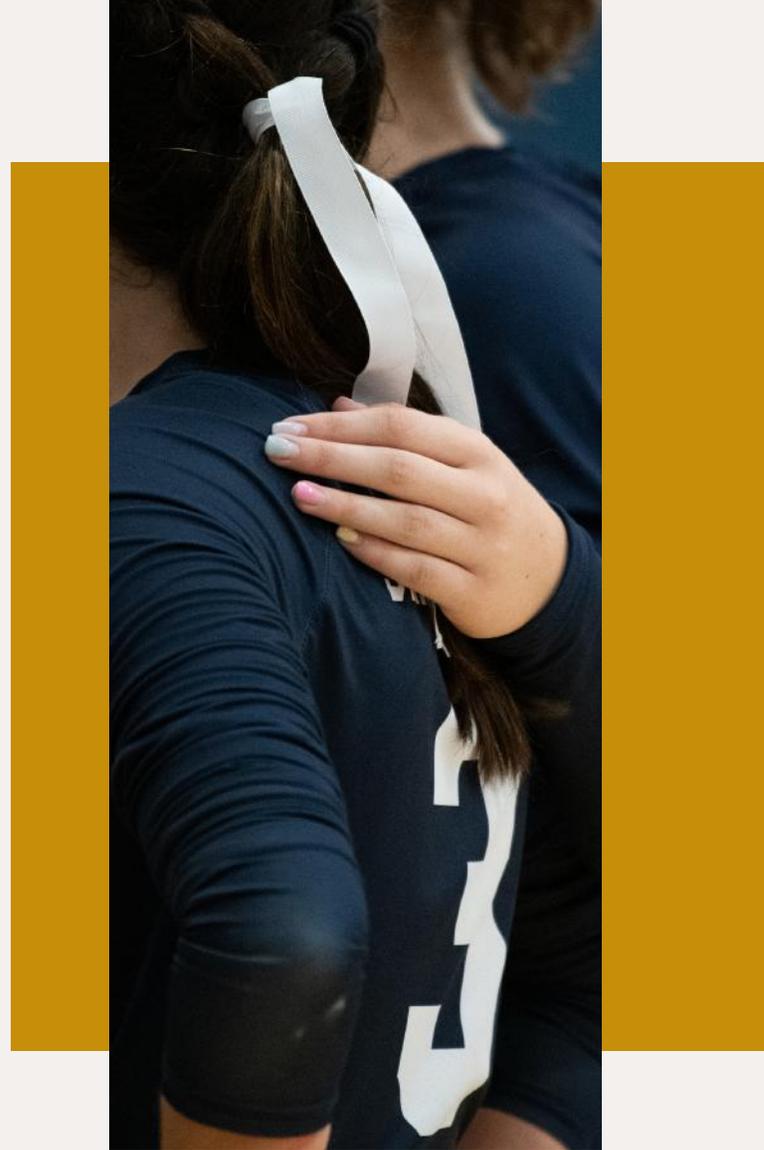


Whole Student



CORE VALUES: Advocacy

As a central component of our mission, Advocacy is centered on a love for children, an environment of mutually supportive and respectful relationships. As advocates in a compassionate community, we are purposefully committed to nurturing and championing each other and bringing out the best in each individual. It is a way of life.





CORE VALUES: Moral Courage and Spiritual Growth

Our students are taught to do what is right, not necessarily what is popular or convenient. It is through their leadership and passion for education that we have become one of the best Florida schools. Our students develop the confidence to stand up for what they believe in, and use everyday situations to examine and express their own spirituality.

As a result of this focus, we believe our students gain balance, conviction, compassion and integrity, attributes that will serve them well in college, careers and in leading successful lives.



CORE VALUES: Whole Student

As one of the best Florida schools for pre-kindergarten through twelfth grade, Saint Edward's nurtures and develops the "whole student" by identifying each student's strengths, and encouraging him or her to pursue their personal interests and intellectual curiosities. Through enrichment classes, clubs, and athletics, students explore areas outside the curriculum and develop new skills.

This comprehensive approach helps our children grow into adults with exceptional analytical skills, poised to balance the demands of life, and to make informed decisions.

"SES really prepared me to manage a lot of responsibilities at once. I participated in many things outside of school such as scientific research and athletics. By being able to learn the habits to balance all of those things, it has made the process of transitioning to college very smooth."

- O.L. '22 M.I.T.





Our Strategic Goals

Goal 1

LEAD THE REGION IN ACADEMIC EXCELLENCE

Action Items

Immediate: 0-18 months

Enhance and expand our culture of health and wellness so that is permeates throughout our student, family, faculty and staff community

On Deck: 18 - 36 months

Expand experiential learning and global exploration opportunities

Cultivate community partnerships with community at large

Design and implement life-changing internships through thoughtful, strategic partnerships in our community and beyond

Promote community and civic engagement to prepare students to become globally engaged, culturally fluent, responsible citizens

Our Strategic Goals

Goal 2

INSPIRE THE NEXT GENERATION OF SCHOLARSHIP

Action Items

Immediate: 0-18 months

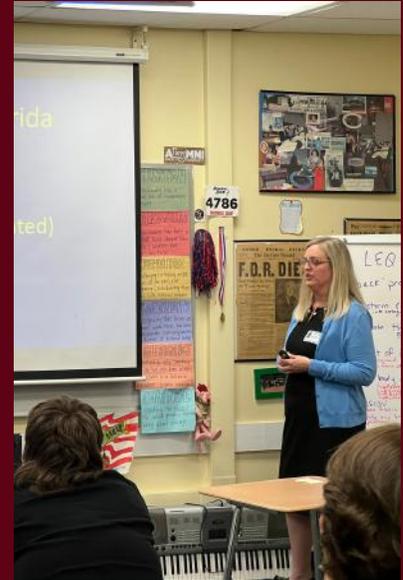
Take full advantage of our unique location in Vero Beach to create a leading signature environmental science program that sharpens our academic focus, leverages our location and provides distinct experiential learning opportunities for our students

Reimagine educational expectations to prepare students to be competitive in a global society

Foster meaningful collaboration across the school community

On Deck: 18 - 36 months

Enhance our capacity to support students with varying learning styles through existing programs and alternative delivery options.



Long-Term: 36+ months

Attract, sustain, and retain a diverse community of visionary educators who support the mission of the school.



Our Strategic Goals

Goal 3

REIMAGINE OUR LEARNING ENVIRONMENT

Action Items

Long-Term: 36+ months

Review and revise the school's current master plan to ensure that the vision for campus facilities is aligned with programmatic goals and school values and fulfills our future needs.

Ensure environmentally-sound methods are considered for all future and existing construction and explore ways to enhance energy savings in current buildings.

Explore how the waterfront area can be better utilized, including potential for learning throughout the year and summer camps.

Explore the school's common area spaces to ensure they meet the needs of the school community.

Maximize our athletic physical footprint to deepen and enhance our use of available or underutilized spaces.

Explore the feasibility of creating new indoor and outdoor instructional spaces while ensuring existing classrooms meet students' and teachers' needs.





Our Strategic
Goals *Goal 4*

**FORTIFY OUR
FUTURE**

Action Items

Immediate: 0-18 months

Enhance and capitalize on our school's strategic location to better engage our community

On Deck: 18 - 36 months

Develop a plan to fund capital improvements large and small and to identify and prioritize capital improvement projects.

Develop a strategic enrollment management plan that defines and outlines our optimum enrollment with compositional and revenue objectives.

Cultivate our culture of philanthropy through enhancements to our advancement model using best practices in the industry.

Prepare for the next generation of capital campaign planning to execute this strategic plan.

Strategic Plan Communication

Communication Portal

Communication and updates will be shared on a dynamic Strategic Plan web portal. Refer to this site on a regular basis to check on the status and actively engage in the development and implementation of the strategic plan. We look forward to collaborating with you throughout this process. Visit www.steds.org/strategicplan to learn more.



The School admits students regardless of any race, religion, color, disability, creed, sexual orientation, ethnic or national origin who possess the motivation, ability, and character which would enable them to succeed in our school community to the rights, privileges, programs, and activities generally accorded or made available to students at the school. The School does not discriminate on the basis of race, color, disability, creed, gender identity, sexual orientation, ethnic or national origin in administration of its educational policies, admission policies, scholarship and loan programs, and athletic and other school administered programs.





Saint Edward's School
Vero Beach, Florida 32963
www.steds.org

||| We Shape the **FUTURE**