

2013-2018

HOLY INNOCENTS' EPISCOPAL SCHOOL



STRATEGIC PLAN FOR PREEMINENCE



## INTRODUCTION



Holy Innocents' Episcopal School has launched an ambitious multi-year program of strategic advancement focused on key areas that shape how we fulfill our mission:

*Develop in students a love of learning, respect for self and others, faith in God, and a sense of service to the world community.*

Educating the next generation to thrive and lead in a complex, challenging society is a sacred trust of the highest order. A critical aspect of this preparation is to surround students with excellence that is relevant to the world of today and tomorrow, inspiring their own consistent best efforts. The strategic planning process begun in May 2012 is designed for this purpose.



## DEEPLY ROOTED:

### *The Holy Innocents' Philosophy*

Since 1959, Holy Innocents' has grown from a parish pre-school to one of Greater Atlanta's most respected college preparatory schools, serving students age 3 years old through 12th grade. A clear and consistent philosophy of education has guided us across the years.

We offer an educational program encompassing academics, arts, athletics, and spiritual formation. Through opportunities to grow intellectually, spiritually, physically, and emotionally, students develop their individual worth and dignity. The challenging academic program prepares students for higher education and emphasizes learning as a pathway toward ethical leadership and a commitment to the common good. The religious life curriculum begins in the earliest grades of the Primary School and continues in every grade, including Ethics courses in both Middle and Upper School.

The school provides a welcoming and supportive environment, embraces the differences inherent in a diverse community, and embodies the inclusive Episcopal tradition of respect for the beliefs of others. HIES is an active community of faith engaged in local, national and international service to others.





## OUR STRENGTHS

In shaping our strategic plan, the Board of Trustees and Administration are building upon Holy Innocents' strengths as America's largest Episcopal parish day school and fourth largest Episcopal school in the country, as well as a leader in the broader independent school sector locally and nationally.

- We live our mission and philosophy daily.
- We pursue excellence in all aspects of the educational program – superior academics complemented by opportunities in the arts, athletics, service and spiritual development, giving every student the chance to pursue his or her passions and succeed as a member of a team, theater or musical group, affinity organization or club.
- True to our Episcopal mission, our school community is exceedingly warm, caring, inclusive, welcoming and family-oriented. Further, a curriculum in spiritual life is a hallmark of the School and one of the outward and visible signs of that mission, as are weekly chapel services and a multitude of community service opportunities.
- We strongly believe in our obligation to educate HIES students as "global citizens," with sister schools in Japan, France, Argentina, and South Africa, an Upper School Chinese student exchange program, an expanding World Languages curriculum, and a capstone diploma program in Global Citizenship in the Upper School, including opportunities for social entrepreneurship (with several new nonprofit organizations funded and incubated at HIES in recent years) and international community service.
- As one of the first schools in Atlanta to adopt a one-to-one technology program with laptops, HIES students become highly proficient using their MacBook Pro computers in all aspects of the curriculum, utilizing this 21st century learning tool in collaborative learning, from well-established film festivals and applications in art, design and music composition to presentation mastery, robotics, physics, and just about every subject you can name.
- The dedication of our faculty, staff, parents, administration, and Board positions HIES to succeed in achieving the goals of the strategic plan.



## STRATEGIC GOALS

Five areas of opportunity have been identified that can sustain Holy Innocents' remarkable trajectory and ensure continuous distinction and advantage in the competitive independent school landscape. Over the past year, each of these areas has been researched and analyzed by a task force to articulate goals and tasks necessary to meet them.







## GOAL 1:

*Define our Episcopal Identity and optimize its benefits for the community.*

Being a comprehensive, pre-K through 12th grade Episcopal school sets HIES apart in the Atlanta school market and gives us a special character.

Episcopalians comprise approximately one-fourth of the student body. The balance comes mostly from other Christian traditions, yet we also welcome other faiths and value what they add to our understanding of each other and the world. Our students learn that our differences of faith and indeed humanness elevate, glorify and dignify us and make us better people.

- ♥ *Episcopal Identity statement:* Adopt a statement to explain what the Holy Innocents' Episcopal Identity means in application.
- ♥ *Continue to pursue diversity among students, faculty, and board of trustee composition:* As recommended by the National Association of Episcopal Schools, HIES will "seek to exemplify our commitment to Episcopal identity and governance by adopting policies and practices which will assure the dignity and equal worth of every member of the student body, faculty, staff, and board; and that as part of this stance, we seek an equitable mixture of social, economic, and racial representation in all these components of the school's life."
- ♥ *Marketing/branding:* Develop communication strategies to sharpen awareness of our Episcopal Identity with relevant constituencies, including parents, alums, students, faculty, prospective students and families.
- ♥ *Sustained and enhanced church-school relations:* Maintain a strong Joint Committee with committed, engaged and capable members.

## GOAL 2:

*Select and nurture an excellent faculty and staff*

Professionalism, warmth and dedication to our students are the attributes we seek and find in the HIES faculty. Averaging 14 years of service at the School, our faculty is deeply invested in our mission and program, and flourishes in the spirit of inquiry that permeates our learning environment.

Long-term growth in quality and quantity requires that we nurture HIES' highly-regarded faculty, coaches, and artistic directors and provide compensation that reflects the School's values as well as the state of competition for excellent independent school faculty and staff.

- ♥ *Funding of salaries and benefits:* Plan for increases for faculty and staff that exceed the expected rate of inflation over the next four years.
- ♥ *Instructional technology:* Develop a powerful strategy for instructional technology that will increase the appeal of the HIES educational product for faculty and students alike.
- ♥ *Retention:* Refine and strengthen internal marketing to optimize retention at all levels of the School.
- ♥ *Faculty/staff development:* Establish a plan for the ongoing development and evaluation of the HIES faculty and staff.
- ♥ *Increased faculty/staff development funding:* Provide for funding of faculty and staff development consistent with peer group benchmarks by no later than 2018 (year 6 of the strategic plan).
- ♥ *Enhanced culture:* Monitor and enhance the student culture and corresponding components of the faculty culture by leveraging the Student Culture Profile II, Faculty Culture Profile II, and Characteristics of Professional Excellence II as recommended by Independent School Management (ISM). Utilize results to attract the highest-qualified faculty at all grade levels.
- ♥ *Career-long development:* Create a strategy for the long-term professional development of all employees.



### GOAL 3:

*Enhance academic and extracurricular student programs*

The HIES student experience is a finely-tuned balance of academics, arts, athletics and spiritual life. In a rapidly changing world, maintaining this balance with maximum relevance for college, life and personal growth requires continuing review and adjustment – a never-ending process for schools like ours that are both innovative and progressive.

- ♥ *Perception of our graduates by colleges and universities:* Communicate the quality and uniqueness of our graduates by integrating the HIES Portrait of the Graduate into our college counseling and placement program.
- ♥ *STEM program support and visibility:* Create a plan to strengthen and sustain support for our STEM (Science, Technology, Engineering, Math) programs, while enhancing STEM visibility through marketing strategies that show the impact of STEM programs and their potential in 21st Century life.
- ♥ *Enrollment and financial aid practices:* Identify optimal entry points, starting grade level, class size, financial aid growth strategies and policies for tuition assistance.
- ♥ *Metrics for "balanced excellence:"* Develop metrics specific to each pillar of our overall program: academics, arts, athletics, spiritual life.
- ♥ *Leadership development:* Explore and implement leadership development programs and opportunities for students in grades 6-12.

### GOAL 4:

*Create and implement Board development and governance plan*

The long-term health and vigor of HIES rests in the hands of a strong volunteer leadership that operates in a structure fully aligned with the strategic plan, with all members actively involved in bringing it to life.

- ♥ *Board development:* Craft a Board development plan utilizing the Strategic Board Assessment instrument to set annual Board agendas that reflect the strategic plan.
- ♥ *Strategic financial model:* Develop and adhere to a rolling five-year strategic financial model that offers sufficient detail to provide a clear, accurate and timely window into key drivers of HIES finances.
- ♥ *Board Chair and composition:* Review church-specific requirements for Board membership and leadership and recommend By-law changes as recommended by the board of trustees to improve governance.
- ♥ *Board profile:* Create a fresh Board profile that considers the implications of our "Episcopal Identity" and includes parents, alumni and outside experts as non-Board committee members.
- ♥ *Long-term endowment growth:* Build a strong foundation of financial resources for the future with emphasis on planned giving.

## GOAL 5:

### *Fund and construct a new Upper School building*

In many respects the Upper School is the HIES “flagship” – the visible, tangible emblem of our quality to the community, and the focus of prospective families as they consider our school for their children’s education. Our facilities must communicate the preeminence of HIES in a clear and compelling way.

- ♥ *Capital campaign:* Plan and implement a \$22.5 million capital campaign to build a new Upper School building
- ♥ *Design and budget:* Complete the conceptual design and budget
- ♥ *Master plan update:* Review and refine the master plan, including an optimal facilities use plan taking into account increased demand and enrollments in the Middle and Upper Schools.



Through this strategic plan, we are shaping the future of Holy Innocents’ Episcopal School that will illumine new generations to become discerning, ethical young adults, ready to move forward in life with full hearts, confidence, vision and grace.

The HIES founders could not have imagined what their best efforts would one day make possible.

Our best efforts will make this bold plan the reality for Holy Innocents’ Episcopal School and all the young people who will grow and learn here.







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