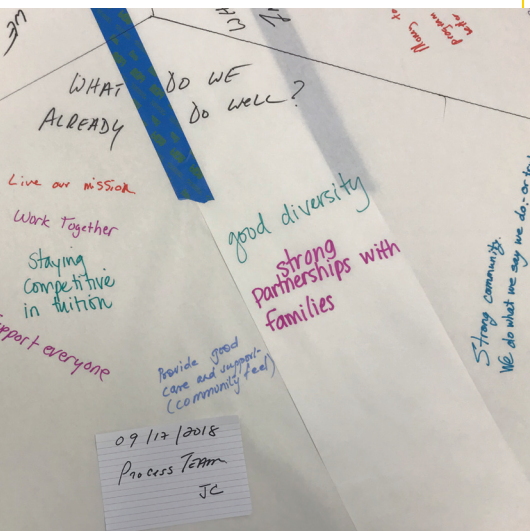


STRATEGIC PLAN



Gathering input from the faculty and staff



In total, we gathered over 800 pieces of data to form our plan

At St. Mark's Episcopal School, we believe in empowering our students with the tools they will need to learn about themselves and the world they live in. In our Portrait of a Graduate, we state that we hope our graduates will take initiative for their own learning, developing autonomy and resourcefulness. Simply put, we are working every single school day to grow a sense of agency in children. Over the past few years, we have sought to create an intentionally collaborative system of adults who are also developing their own sense of agency. As educators, we understand that modeling the characteristics we hope our students will have helps us to create a school culture that inspires innovation, enthusiasm, and engagement. This strategic plan was developed with thoughtful consideration of this collaborative mindset.

After identifying EcoEthos as our partner and guide for the work, we began by building two teams to help lead us. The Steering Committee was formed primarily of staff in leadership roles and one representative from the Board of Trustees. Its purpose was to shepherd the process and ensure the board was informed and aligned with the progress, and, ultimately, the outcome. The Process Team was formed primarily of faculty and staff who were trained to lead the community input sessions. These sessions, held in the fall, allowed us to gather hundreds of pieces of information from every constituent group in our school. Special thanks goes to both of these teams, as they were called for heavy lifting that spanned the entire duration of this work.

St. Mark's, as its mission, celebrates the uniqueness of each child and serves as stewards of their intellectual curiosity, faith, and passion for discovery. Our work is more than building knowledge; it is building people who are ready for the world ahead of them. We know there are many ways that St. Mark's is already doing this well, and, we are called to evolve in ways that ensure we continue to lead with

our strengths and build upon them. We are continuously informed by research that helps us better understand how the brain works, how children learn, and how to routinely improve upon the design of our learning environment to serve each learner in it. We are, at our core, child centered and learner centered.

This Strategic Plan is a great source of pride to our school. Every member of our faculty and staff and trustees contributed their voice to it, and every parent in this community, high school aged alumni, and 8th grade student was invited to participate as well. The plan itself is made up of four goals, and each goal has objectives. Our goals are inspirational and will be considered accomplished when we successfully achieve each objective. You may notice that the Strategic Plan does not give us step-by-step tasks to accomplish. Rather, we feel that it is crucial that the tactical process is identified thoughtfully by the people responsible for its execution. This ensures a level of ownership and agency over the work as it is being completed. As such, we will begin each of the next three to five years by targeting which goals to pursue first, identifying stakeholders within the organization to work collaboratively toward achieving them, researching how to best accomplish each objective, and sharing consistent communication to all in our community.

I am incredibly proud of this community and offer thanks to countless voices that lended their perspective to this work. At the end of this report, you will find the list of the members of our Steering Committee and Process Team, without whom this exercise would not have been possible. Thank for you loving St. Mark's and giving so much of yourself to planning for our future.

Garhett Wagers
Headmaster