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Strategic Plan

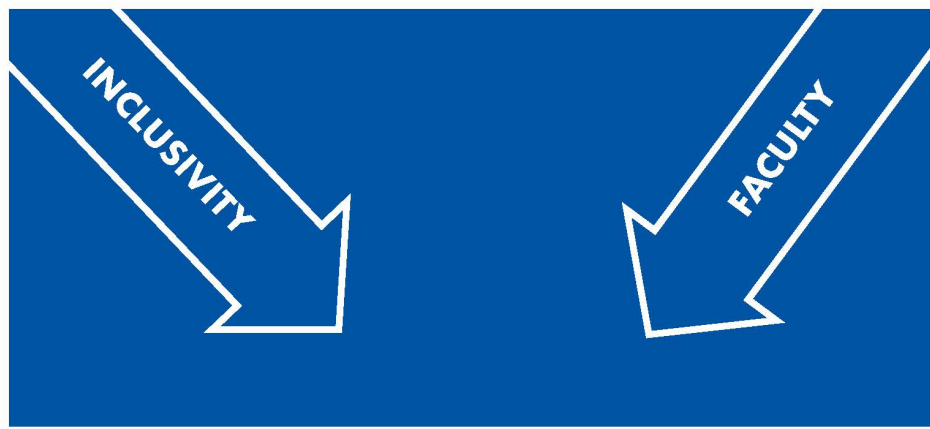
LAYING THE FOUNDATION
FOR THE FUTURE

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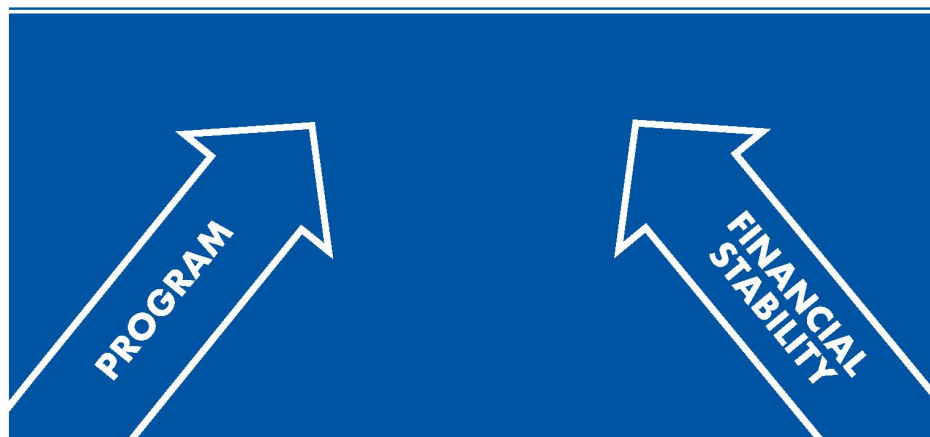
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LAYING THE FOUNDATION FOR THE FUTURE

STRATEGIC PLAN 2022



STRATEGIC PLANNING COMMITTEES

I. INCLUSIVITY

Board

Angelina Daswani
Richard Doumeng '74
Sarah Loewenstein
Joann Lynch
Claire Starkey
Su-Layne Walker '00
Juanita Young

Administration and Faculty

Jean Barrows
Jason Brown
Amy Gurlea
Robin Fredey
Shannon Harris
Liz Morrison
Lane Sammy
Ian Tacquard
Will Thayer

II. FACULTY

Board

Angelina Daswani
Erika Kellerhals
Sarah Loewenstein
Juanita Young

Administration and Faculty

Kim Ballowe
Jean Barrows
Jason Brown
Alan Eberhart
Andrea Gilbert
Shannon Harris
Michele Humphries
Liz Morrison
Ellie Qualls
Rebecca Rodriguez
Jeannine Wilson

III. PROGRAM

Board

Angelina Daswani
Erika Kellerhals
Sarah Lowenstein
Averad Penn
Claire Starkey
Su-Layne Walker '00

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Administration and Faculty

Jason Brown
Michelle Braley
Crystal Buckley
Karen Coffelt
Mark Daniel
Megan Elliot
Tiffany Fritz

Andy Gever
Shannon Harris
Peg Lazarchuck
Margo Lynch
Liz Morrison
Brandon Reburn
John Riggle
Michelle Riggle
Erin Salzbrun
Will Thayer
Verian Tuttle

IV. FINANCIAL STABILITY

Board

Mike Alietta
Angelina Daswani
Juanita Young
Sarah Loewenstein
Kevin Williams

Administration and Faculty

Amy Gurlea
Don Hancock
Shannon Harris
Liz Morrison
Ian Tacquard

STRATEGIC PRIORITIES

IV. FINANCIAL STABILITY

Goals | Financial stability is most certainly a top priority for Antilles. This plan will use improved data gathering techniques to analyze the cost of each school program and determine which bring value to the student and family experience. We will also aim to balance school revenue growth and expense efficiency, assess risk exposure across the campus, and develop a plan to prioritize and mitigate risk. We will also enhance revenue growth by developing reliable data for donor capacity and by initiating a planned giving program.

Over the next three years, we will reach these goals by:

- Developing a financial analysis model that allows the School to analyze programs across grades, schools, and subjects to help us make rational decisions about programming, enrollment, teacher load, course additions, and classroom space. We will also initialize a risk assessment program and tools to document the process
- Establishing a Risk and Security Committee composed of representatives from staff and faculty
- Upgrade data processing in Advancement in order to create a more detailed giving history, as well as target giving opportunities in future years.



Dear Antilles Community,

We are excited to present a new three-year Strategic Plan to further develop Antilles as an outstanding educational institution.

Our priorities are four-fold:

- 1) to foster a more inclusive community;
- 2) to evolve and innovate our curriculum and student support programs;
- 3) to support faculty in their professional growth; and
- 4) to reach a level of financial stability that allows us to fulfill our goals.

The strategic planning process began in 2017 when we enlisted Bob Hallett of School Strategies & Solutions to visit our campus, interview key stakeholders, and develop a survey that gave families, faculty, and administrators the opportunity to assess the culture of the School, its weaknesses, and strengths. A facilitated retreat with representative constituents followed, and we moved onto a series of subcommittee and focus group sessions in the 2018-2019 school year with trustees, senior administrators, and faculty representatives led by our Head of School and then-Board Chair Angelina Daswani. The working document developed was approved by the Board in June 2019, and is summarized in the following pages.

We will be enlisting the collaboration of students, families, and the broader Antilles community throughout the phased implementation, and will be requesting your input and feedback through climate surveys on how we are doing and where we could do a better job.

We are excited to continue building on the great foundation laid over the past 70 years, and look forward to working with all of you to ensure the next chapter in the history of Antilles is its best to date!

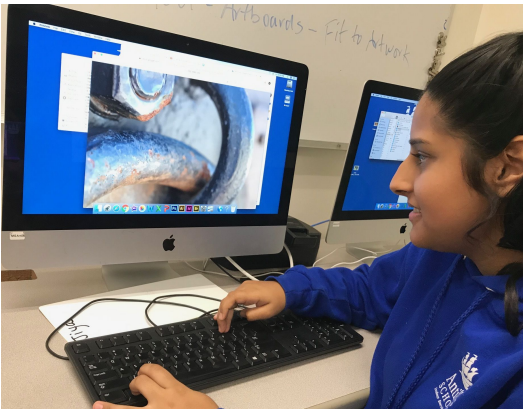
With gratitude,

Liz Morrison
Head of School

Claire Starkey
President, Antilles School Board of Trustees

MISSION STATEMENT

Antilles School is committed to the pursuit of educational excellence and a purposeful life. We foster a sense of community, embrace diversity and creativity, seek to develop the whole child, and prepare students for success in college and beyond.



STRATEGIC PRIORITIES

III. PROGRAM

Goals | Our academic program lies at the heart of all we do at Antilles. We need to continue to promote the development of curriculum and programs that cultivate inclusivity, innovation, creativity, and character-building in our students. Over the next three years, we need to take a closer look at our strengths and weaknesses and evaluate the deep pedagogical work to come. We need to develop best practices, boost our co-curriculars and student support programs, and continue to find ways to educate and innovate at high standards. Early stages of the plan will be dedicated to analysis and evaluation; later stages will be devoted to program development and implementation.

To deepen the value of the academic program, we will:

- † Create a curriculum map for content and skills
- † Review standardized testing and develop a school-wide philosophy for assessment
- † Engage in a departmental self-study to determine non-curricular strengths and weaknesses, formulate clear mission statements and philosophies, analyze and solidify benchmarks by grade level, and determine a vehicle for student feedback
- † Further develop the Resource Program
- † Revise curricular priorities and pedagogical tools and approaches through a comprehensive audit
- † Develop a plan for new curricular initiatives
- † Evaluate areas of need in extra- and co-curricular programs, facilities, security, and student life



STRATEGIC PRIORITIES

II. FACULTY

Goals | Antilles School students will thrive under faculty who are committed to upholding the mission of the School and who encourage creativity and inclusivity in their classrooms day in and day out. We need to develop skills in our current faculty that foster collaboration, cultural competency, inspiration, and innovation. Our goal is to continue to hire, retain and attract outstanding educators who integrate the Antilles mission, vision, values, and beliefs into teaching and mentoring our students. Our classrooms need to be the cornerstone of our community, and students' ability to blossom within these spaces is of the utmost importance.

Over the next three years, we will reach these goals by:

- Finalizing traits of excellence as an expectation to be shared and maintained with faculty, and establishing a mentorship program for new teachers within respective departments
- Improving our feedback system for teachers and refining our tools for observation, improvement, and growth
- Providing more opportunities for faculty professional development, both in-house and off-island, to enable our faculty to maximize their potential
- Developing a strategy for increasing salaries to remain competitive with comparable NAIS schools



PLANNING PROCESS

WHY | We are updating our Strategic Plan to ensure alignment to the mission of the School.

WHO | The strategic planning process is being led by the Board of Trustees, senior administrators, and faculty representatives, with input from the greater Antilles community.

WHAT | The Plan defines four Strategic Priorities and the various initiatives that are necessary to accomplish each. Together, these priorities create a solid foundation on which Antilles can grow and prosper in the years ahead.



STRATEGIC PRIORITIES

I. INCLUSIVITY

Goals | To create an environment in which all Antilles students feel safe, seen, celebrated, and integral to the School in a community committed to guiding principles that include cultural competency, empathy, social justice, and equity.

All member schools of the National Association of Independent Schools (NAIS) are expected to create and sustain diverse, inclusive, equitable, and just communities that are safe and welcoming for all. This includes valuing the representation and full engagement of individuals within school communities whose differences include – but are not limited to – age, ethnicity, family makeup, gender identity and expression, learning ability, physical ability, race, religion, sexual orientation, and socioeconomic status.

Antilles has a foundational commitment in the language of the stated mission and core values. We seek to ensure that all Antilles students are supported and can be their authentic selves on campus. We are committed to fostering a student and faculty culture that understands and values differences, and prioritizes equity, social justice, and cultural competency.

It is in this way that we can best prepare our students to contribute and lead in a global society. Additionally, looking through a lens of inclusivity, we will ultimately strengthen the faculty, the academic program, and the School's financial position.



STRATEGIC PRIORITIES

To create a more inclusive school community, we will:

- † Establish an internal taskforce on Diversity, Equity, and Inclusion to create a Diversity Mission Statement and establish preliminary goals
- † Provide professional development opportunities to heighten the awareness and cultural competency of all faculty and staff as well as specialized training for those charged with leading these initiatives
- † Utilize climate assessments and surveys to benchmark inclusivity as perceived by multiple constituencies, to include faculty, families, and alumni, and to inform goals and needs
- † Conduct a review of all communications to ensure that the language is current and inclusive
- † Develop an intentional plan for recruiting, hiring, and retaining people who demonstrate cultural competency skills
- † Establish guidelines for a curricular review and begin a comprehensive analysis to identify curricular deficits of identity or perspective. This step will eventually help us to develop and implement an inclusive curriculum at every grade level

