



*The mission of
St. Mary's Episcopal School
is to provide a superior
educational experience for girls
which will encourage and enable
each student to reach
her individual potential.*



Our Core Values

St. Mary's Episcopal School is committed to upholding the standards of **EXCELLENCE** and **INTEGRITY** in everything we do. We approach teaching and learning with an intentional blend of **TRADITION** and **INNOVATION**. Our **EPISCOPAL IDENTITY** and **CHRISTIAN FOUNDATION** compel us to cultivate a **DIVERSE COMMUNITY** devoted to lives of **FAITH** and of **SERVICE**.





St. Mary's soon will celebrate its 175th year of providing a superior educational experience for girls. This excellence can be measured by a long history of student achievement. In fact, in order to find academic peers among independent day schools, one has to look to girls schools in New York, Connecticut, DC, Ohio, Texas, and California.

Excellence, however, is not measured merely in numbers. It is cultivated in a school environment that supports and encourages each girl to reach her individual potential. Not surprisingly, consistently half of our senior classes include students who have been with us since kindergarten. And St. Mary's is a destination school for faculty.

Success is not static or guaranteed, and St. Mary's also must grow with the community it serves. Strong academics and a supportive environment are sustained by ongoing intentional action guided by a strategic roadmap. The aspirational plan outlined here affirms our commitment to our mission through

- excellence in teaching and learning;
- our Episcopal identity, that cultivates diversity and unity;
- long-term sustainability to ensure our future health; and
- meaningful relationships with our community.

The work on this strategic plan that follows began in the summer of 2018 and has drawn on the wisdom of every constituency. This vision is the culmination of extensive work conducted by the Strategic Planning Task Force of the Board and groups composed of trustees, parents, alumnae, faculty, and staff. We further aligned our work through the process and leadership of October 2019 SAIS re-accreditation. The plan was approved by the Board of Trustees in September 2019 with the purpose of advancing our Mission and Values through an ongoing commitment to excellence in education.

We are committed to continue to give our students the best educational environment in which to meet and exceed the challenges of our rapidly changing and interconnected world.

Sincerely,



Albert L. Throckmorton
Head of School



Excellence

Goal 1

Define, evaluate, and promote excellence in all aspects of the school.

Excellence is the single word that defines both a St. Mary's experience and the expectations of those who lead, teach, and learn here. Core to our mission and operations is a consistent commitment to encouraging and enabling each girl to reach her individual potential. Goal one is an extensive and multi-faceted goal focused on excellence in all aspects of the school in order to provide the best teaching and learning environment for our students and teachers.

This goal calls us to cultivate excellent programs across all areas of the school, to implement broader opportunities for student learning, and to expand opportunities for faculty professional development and growth. We will provide a strong academic foundation while preparing students with the skills needed to succeed in an ever changing world.



Goal 1 Strategies

1

IDENTIFY

and communicate the core values and culture of the community.

2

ALIGN

constituencies around a shared definition of excellence at St. Mary's.

3

CONSISTENTLY CULTIVATE

excellent programs across all areas of the school.

4

CONTINUE

the foundation of critical thinking, clear writing, confident speaking, and collaboration.





PREPARE

students for success in an ever-changing world.

DESIGN + IMPLEMENT

a system for evaluating and growing excellent teachers and staff grounded in the core values and culture of the community.

EMBRACE

a growth mindset in the administration, faculty, staff, and student body.

PROVIDE

consistent professional development opportunities for administration and faculty.



Community

Goal 2

Embody our Episcopal Identity by cultivating unity and diversity.

The excellence pursued in our mission is founded upon the character of our community. Our Christian tradition expressed through our Episcopal School identity compels us to see the image of God in all God's creation. Those children also need to see similar diversity reflected in those who teach and lead the school.

We will celebrate our students' identity within a community that fosters and expects dignity, empathy, and mutual respect. We will embrace in our programs and interactions the benefits that come from courageous conversations. Our diverse school community will inspire broad and deep dialogue, which prepares our girls to thrive in an increasingly interconnected world.



Goal 2 Strategies

1 CONTINUE

to develop a vibrant school community rooted in the values of our Episcopal Identity and Diversity Statements.

2 EDUCATE

all members of our community on cultural competencies and inclusion.

3 RECRUIT, DEVELOP + SUPPORT

excellent teachers who will encourage and enable our diverse student body.





4 HIRE

faculty to increase diversity of race, perspectives, and teaching styles.

5 INCORPORATE

diverse perspectives and cross-cultural skills into the core curriculum.

6 EDUCATE + INSPIRE

students to understand and practice respect, responsibility, and empathy.



Financial Strength and Stability

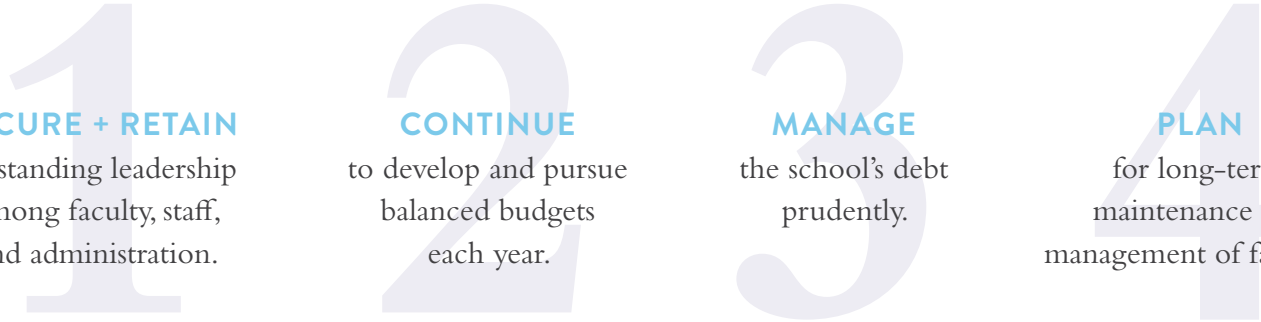
Goal 3

Secure the leadership and resources to sustain the School's long-term vision.

Our strategies include a commitment to long-term financial forecasting, informed risk management, wise stewardship of resources, and consistent maintenance of facilities. When we invest wisely, manage our costs, and maintain our property, we will help to attract the best students and provide the best educational environment.



Goal 3 Strategies



SECURE + RETAIN

outstanding leadership among faculty, staff, and administration.

CONTINUE

to develop and pursue balanced budgets each year.

MANAGE

the school's debt prudently.

PLAN

for long-term maintenance and management of facilities.





GROW

the endowment to achieve sustainability independent of enrollment fluctuations.

PRIORITIZE

operational funding to minimize tuition increases and provide financial support to families with need.

CULTIVATE

donors.

STUDY

approaches to tuition subsidies and scholarships where needed.

INVEST

in teacher professional development to maintain excellence in education.



Connections

Goal 4

Elevate the visibility and perception of St. Mary's Episcopal School.

Communicating the school's stories and elevating the visibility of St. Mary's through print and digital media will better connect St. Mary's to the greater Memphis community. In a digital world, where access to information is at our fingertips, it is increasingly important for St. Mary's to share information with current target markets and community stakeholders.



Goal 4 Strategies

1

ATTRACT

prospective families using relevant stories.

2

CULTIVATE

awareness, support, and loyalty among alumnae, parents, and community.

3

PROMOTE

the positive contributions that St. Mary's and its alumnae make in their communities.





This Strategic Plan provides the framework and
road map for our community.

For Girls. For Life.



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