

Strategic Framework

2020



St. Martin's
EPISCOPAL SCHOOL

Wholehearted Dedication to a Child's Education

Strategy is a word with many definitions. One classical definition is that it is the process of identifying objectives, the resources and methods possible for meeting such objectives, and the balancing of ends, ways and means. What guides our school in its planning is our mission statement and core values: St. Martin's Episcopal School is dedicated to providing a quality education of the whole person in a loving, Christian atmosphere, which fosters lifelong learning.

St. Martin's is the preschool, beginning at eight weeks, through 8th grade experience dedicated to graduating well-rounded individuals ready to wholeheartedly embrace life. As such, St. Martin's continues to build upon its strong foundation of purpose and accomplishment as it prepares for the challenges and opportunities of the future. We remain committed to the crafting and strengthening of a learning environment of excellence and opportunity, which upholds the unique value of each student entrusted to our care.

Strategic planning is an ongoing process and this document helps to provide the framework for the work of our school and the embodiment of its mission in the years to come.



Dr. Luis A. Ottley
Head of School



Dr. Luis A. Ottley
Head of School

WHOLE
HEART
ED 



Episcopal Identity

What are the principal qualities that distinguish a school as Episcopal?

St. Martin's Episcopal School is a ministry of St. Martin in the Fields Episcopal Church. Like all Episcopal schools, St. Martin's is characterized by academic and spiritual wisdom that comes through **tradition, reason** and **scripture**. This "three-legged stool" grounds our students and enables them to be educated in a way that informs them as a whole person.

Excerpt from the National Association of Episcopal Schools (NAES) regarding Episcopal Identity:

Episcopal Schools are Christian communities whose missions integrate spiritual formation into all aspects of the educational experience. Episcopal schools are most distinctive when they are true to this mission and when they do so in the graceful and inclusive manner which is the hallmark of the Anglican approach to education over the centuries.

Episcopal schools have been established, however, not solely as communities for Christians, like a parish church, but as ecumenical and diverse ministries of educational and human formation for people of all faiths and backgrounds. Episcopal schools are populated by a rich variety of human beings, from increasingly diverse religious, cultural and economic backgrounds. Above all, Episcopal schools exist not merely to educate, but to demonstrate and proclaim the unique worth and beauty of all human beings as creations of a loving, empowering God.

In practice, Episcopal School principles and ideals are expressed through:



School Worship
that is creative, inclusive, draws fully upon the liturgical resources of The Episcopal Church, and is a regular part of school life for all faculty and students.



Community Life,
in which reflection, prayer and matters of the spirit are honored and cultivated and the physical, mental and emotional health of all are supported and nurtured.



Religious Formation and Study that is meaningful, academically substantive and age-appropriate; and in teaching the Christian tradition, fosters dialogue with other faith traditions.



Social Justice, which is the integration of the ideals and concepts of equity, justice and a just society throughout the life of the school; the embracing and honoring of diversity; and the inclusion of community service and service-learning as an integral part of the life of the school.

By weaving these principles into the very fabric of the school's overall life, Episcopal schools ensure that their missions are built on the sure foundation of a Christian love that guides and challenges all who attend our schools to build lives of genuine meaning, purpose and service in the world they will inherit.



OUR MISSION

St. Martin's Episcopal School is dedicated to providing a quality education of the whole person in a loving, Christian atmosphere, which fosters lifelong learning.

ABOUT ST. MARTIN'S

St. Martin's Episcopal School is a coeducational day school serving approximately 630 preschool, beginning at eight weeks, through 8th grade students. The school strives to accommodate children with varying backgrounds and is open to all qualified children without regard to race, ethnicity, nationality, faith, sexual orientation, gender identity, socioeconomic status, disability, or culture. The cornerstone of St. Martin's philosophy is expressed in the school motto, "Wholehearted Dedication to a Child's Education."



PHILOSOPHY

At St. Martin's we believe in...

OFFERING students the opportunity to reach their highest potential of intellectual achievement, exposure to the arts and physical development;

DEVELOPING within each student spiritual growth based in the Christian tradition, moral standards, sound judgment in ethical decision-making and self-discipline;

ENCOURAGING responsible stewardship, citizenship and community service;

PROVIDING each student with experienced, dedicated teachers and administrators working together in an atmosphere of affection, trust and security;

WELCOMING all students of diverse backgrounds.

STRENGTHS

Fosters spiritual development

Promotes diversity and inclusion

Campus safety plan for the entire St. Martin's community

Strong market demand

Low student attrition

Strong fundraising initiatives and culture of philanthropy

Market-appropriate tuition

Supportive tuition grant program

Financially impactful endowment

Recruits, develops and retains high-quality teachers

Competitive faculty professional development program

Balanced commitment to technology

Robust offerings for athletics, arts, clubs, service learning, and extracurricular activities

Opportunities for students that reflect the school's added-value

High school placement process

Responsive to student needs

Partnership with parent-teacher organization



CORE VALUES

At St. Martin's we celebrate...

Faith
Kindness
Friendships
Uniqueness
Possibilities
Milestones
Growing Up

St. Martin's Episcopal School's Strategic Framework

Wholehearted Dedication to a Child's Education.

OBJECTIVES	GOALS	STRATEGIC PRIORITIES
EDUCATING	Provide students with a holistic learning experience offering the unique benefits of a preschool, beginning at eight weeks, through 8th grade environment	<ul style="list-style-type: none"> • Nurture every student's core educational development of the ability to communicate clearly and effectively, orally and in writing; mathematical and scientific literacy; familiarity with history; the fine and performing arts; and essential critical thinking skills. Essential lifetime character strengths reinforced and assessed include teamwork, creativity, ethics, resilience, curiosity and time management. • Ingrain a STEAM-based education for students to focus on experiential learning that allows students to engage in real-world problems and solutions and give them the opportunity to learn by succeeding, often building resiliency as they continually look for different and better ways to solve a problem. • Prepare students for today and tomorrow including enhanced technological literacy; a deeper knowledge and empathetic understanding of other cultures, religions and social-economic political systems in an increasingly globalized environment. • Cultivate unique leadership opportunities for all students across academic, athletic, artistic and service-learning activities. • Challenge and guide students to "build lives of genuine meaning, purpose and service in the world they will inherit," all in the Episcopal tradition. • Offer non-traditional learning opportunities through a variety of methods and mediums including advanced online classes and classes for those with learning differences and opportunities to learn about the world through inbound and outbound exchange programs.
RECRUITING DEVELOPING & RETAINING	Be a great place to work	<ul style="list-style-type: none"> • Recruit best-in-class teachers and administrators. • Develop teachers and administrators through ongoing professional development. • Retain teachers and administrators by providing opportunities to foster learning, encourage innovation, impart spiritual values and be rewarded through competitive compensation.
STEWARDSHIP	Manage resources for greatest impact and to ensure a sustainable future	<ul style="list-style-type: none"> • Provide a strong value proposition relative to tuition. • Practice disciplined fiscal management with operating and investment funds. • Maintain assets and invest appropriately in our campus, facilities and environment. • Explore and implement strategic offerings to provide additional revenue.
GOVERNING	Be a trusted and accountable organization by all stakeholders	<ul style="list-style-type: none"> • Honor the word and spirit of the St. Martin's Episcopal School Bylaws. • Practice integrity, transparency and accountability in all matters, guided by the National Association of Independent Schools' Principles of Good Practice and the National Association of Episcopal Schools' Principles of Good Practice for Governance in Episcopal Parish Schools. • Provide a safe, secure environment for our students, faculty, staff and administrators.
COMMUNITY BUILDING	Be a welcoming and personal community for all, in the Episcopal tradition	<ul style="list-style-type: none"> • Actively engage all stakeholders as partners for the common good. • Be a welcoming and inclusive independent school community, embracing the diversity of all stakeholders and engaging the broader public and faith communities. • Working in partnership with St. Martin in the Fields Episcopal Church, fulfill the community outreach ministry to provide a Christian education that values both the intellectual and spiritual life of each child.

STAKEHOLDERS: Students, Parents, Alumni, Alumni Parents, Faculty, Administration, Parish/Church, Neighborhood, Trustees, Patrons

Why Preschool – 8th?

RESEARCH

Research is increasingly demonstrating that investing in early childhood development, particularly high-quality pre-kindergarten, provides a wide array of significant benefits to children, families and society as a whole.

Findings indicate the optimal setting for a high-quality middle school education is a school that encompasses preschool through 8th grade. In these schools, and at St. Martin's, there is a balanced emphasis on intellectual maturation and social-emotional growth. Creating a nurturing environment facilitates the ability to provide a challenging, rigorous education. St. Martin's prepares students with a solid foundation of learning skills and a strong knowledge base, ensuring a smooth and successful transition to high school.

BELONGING

In addition, there is a sense of belonging that intensifies over the fourteen years that children grow from infants to fourteen, both for children and their families. Parents at a preschool, beginning at eight weeks, through 8th grade school are more inclined to stay connected and involved beyond the elementary school years, a factor which correlates highly with student success. The school becomes a virtual neighborhood in which families raise their children together,



creating a web of enduring bonds among one another and with the faculty and administration.

ROLE MODEL

At St. Martin's, contact with younger students has a positive influence on Middle School students' behavior. Our Buddy Program, which teams older and younger children in a variety of projects and activities for the purpose of community building, endows Middle School students with a sense of responsibility as role models and leaders for their buddies while providing the younger buddies with an opportunity to learn and grow from older students.



SAFE AND NURTURING

Finally, the culture of a preschool, beginning at eight weeks, through 8th grade school is free from the impact of high school. No matter how much younger students are shielded from older students, they are still influenced by the proximity and the appeal of the freedoms of older adolescents. Middle School students need a safe space where they can be themselves, far away from the appraising eyes of older students. St. Martin's offers that safe, nurturing space, where students mature and leave our campus ready to take on high school and beyond.



St. Martin's
EPISCOPAL SCHOOL

PRESCHOOL THROUGH 8TH GRADE

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