

SAINT MARY'S HALL STRATEGIC PLAN





DEAR SAINT MARY'S HALL COMMUNITY

During the 2017-2018 school year, Saint Mary's Hall engaged Ian Symmonds & Associates to lead our school in creating a strategic plan that will guide and focus our school for the next five years. A comprehensive research effort was completed, including stakeholder listening sessions and surveys, competitive and educational landscape analysis, market segmentation, and demographic trends. A steering committee was formed and focused on carefully researched analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT), committee exercises, and trends in the independent school and broader education sector – both locally and nationally. Our strategic planning process was comprehensive, participatory, and highly reflective, resulting in a dynamic and focused strategic plan that will provide a long-range view of future school priorities.

The Board of Trustees, with unanimous enthusiasm, has approved this strategic plan for Saint Mary's Hall. The faculty, staff, and I are truly excited to present this strategic plan to our community, a plan that squarely puts us on a clear path to further advance our important mission of “preparing students for success in college and fulfillment in life,” while remaining the premier educational experience in South Texas.

The Board of Trustees, faculty, staff, and I pledge to work deliberately and transparently to successfully achieve this bold plan for our great school. Saint Mary's Hall embraces this wonderful opportunity for school improvement and strategic innovation.

Sincerely,

JONATHAN EADES
Head of School

KATHLEEN LEFLORE
Board of Trustees Chair



WHAT WE DO | OUR MISSION

*The mission of Saint Mary's Hall is to prepare our students
for success in college and fulfillment in life.*

OUR MISSION IS ACCOMPLISHED BY:

- * Hiring and supporting an outstanding faculty who are experts in their discipline.
- * Providing the management and long-term planning necessary to ensure sufficient resources.
- * Offering a rigorous, challenging, and wide-ranging curriculum and academic program.
- * Utilizing problem-solving, creativity, and critical thinking in daily instruction.
- * Infusing character development and core values education into all segments of school life.
- * Encouraging participation in fine arts, athletics, leadership, and community service activities.
- * Supporting and guiding students in their personal faith while instilling strong and ethical values for life.
- * Creating and sustaining a safe and supportive learning environment.



IDEAS WE LIVE BY | OUR CORE VALUES

Saint Mary's Hall teaches core values which are at the foundation of who we are. These core values also affect how we interact with each other, and which strategies we employ to fulfill our school's mission.

COURAGE * INTEGRITY * RESPECT * RESPONSIBILITY
SPIRITUALITY * TOLERANCE * TRADITION

OUR HONOR CODE

Students at Saint Mary's Hall abide by an Honor Code that governs the ethical and moral conduct of our community. The Honor Code was established to instill trust, honesty, integrity, and respect for oneself and others, and it allows us to maintain an environment of trust based on a balance between responsibility and freedom. In the Upper School, an Honor Council comprised of students and faculty is responsible for enforcing the Honor Code.

"I AM A STUDENT OF SAINT MARY'S HALL.

I WILL NOT LIE, CHEAT, OR STEAL. MY SIGNATURE IS MY WORD,
AND MY WORD IS MY HONOR."



STRATEGIC PLAN



TEACH US DELIGHT
IN SIMPLE THINGS

ENHANCE THE SMH EXPERIENCE

INSPIRE PROGRAMMATIC INNOVATIONS THAT ADVANCE THE MISSION.

- * Expand interdisciplinary learning opportunities in the arts and academics that focus on critical thinking skills, problem-solving and collaboration.
- * Benchmark curriculum in all divisions against best practice standards.
- * Research and consider an innovative schedule that allows time for reflective learning, offers learning opportunities off-campus, improves student wellness and provides dedicated time for faculty meetings to support planning and professional development.

RECRUIT, RETAIN, AND DEVELOP EXCELLENT FACULTY AND STAFF.

- * Continue to upgrade spaces that will provide innovative learning areas for best practice teaching.
- * Create the appropriate funding and allocated time for faculty to work on curriculum development on campus over the summer in small groups.

ENHANCE STUDENT, FACULTY, AND STAFF WELLNESS.

- * Thoughtfully consider and prioritize the implementation of the Wellness Program Task Force recommendations.
- * Identify opportunities to better support students from under represented backgrounds.
- * Examine the benefits and viability of creating campus spaces that support student and faculty wellness and designating quiet/contemplative space for students and faculty/staff.
- * Consider ways to increase the time available for in-house faculty/staff development on wellness topics.

CREATE A VERTICALLY-ALIGNED CHARACTER DEVELOPMENT AND SERVICE LEARNING PROGRAM.

- * Create a character development program focused on our core values and servant leadership; provide opportunities for students to develop personal strengths, to recognize need within their communities and gain authentic leadership experience and mentoring. Include a spiraling curriculum that is integrated throughout all divisions to promote good decision-making and ethical behavior.
- * Consider funding the position for a Director of Character Development and Service Learning.





EXPAND OUR ROLE AS A COMMUNITY ASSET

GENERATE ENHANCED EXPOSURE WITHIN THE GREATER SAN ANTONIO COMMUNITY.

- * Explore ways and opportunities for existing school programs to become part of the larger San Antonio community.
- * Develop stronger and more visible exposure for the school by utilizing these existing programs and simultaneously providing enhanced learning opportunities for students.

CREATE A COHESIVE, SCHOOL-WIDE EXPERIENTIAL COMMUNITY SERVICE LEARNING PROGRAM.

- * Identify organizations with whom SMH can build community service learning partnerships.
- * With divisional Community Service personnel, determine and establish timing for large group projects.
- * Examine how service projects can be aligned across divisions.
- * Emphasize participation for all SMH students in meaningful service learning programs.

RESEARCH, DESIGN, AND, IF APPROPRIATE, IMPLEMENT SUMMER INTERNSHIP AND EXPERIENTIAL LEARNING PROGRAMS FOR UPPER SCHOOL STUDENTS.

- * Research potential community partners for internship opportunities.
- * Identify and cultivate relationships with alumni and parent professionals to engage in this program.
- * Develop an accountability tool for students to complete as they learn, grow, and develop through their internships.



ENSURE OUR LONG-TERM SUSTAINABILITY

ESTABLISH DIRECTIVES TO ADDRESS SHORT- AND LONG-TERM FINANCIAL SUSTAINABILITY OF THE SCHOOL.

- * Conduct a study to determine the feasibility of an endowment campaign in support of the long term goal to increase the corpus of the endowment.
- * Determine ideal ratio/balance of annual operating revenue generated respectively from tuition, annual fund and other revenue sources while maintaining the current level/percentage of financial aid awarded to need-based families.
- * Determine/implement fundraising strategies to support financial directives, with a priority on initiatives to support and fund teacher salaries and financial aid.

DEVELOP A PLAN TO FACILITATE GROWTH AND “BENCH STRENGTH” FOR LEADERSHIP WITHIN THE ORGANIZATION.

- * Provide mission-appropriate administrative professional development opportunities specifically designed to facilitate growth.
- * Enhance our overall leadership function throughout the organization – including governance, administration, and management – with a goal to build leadership bench strength, develop succession plans, and formalize policies and plans for unplanned or extended absences.

DEVELOP A STRATEGIC ENROLLMENT MANAGEMENT AND MARKETING PLAN TO ADDRESS RECRUITMENT AND RETENTION.

- * Evaluate and enhance admission and marketing efforts to develop recruitment opportunities while not exceeding an enrollment cap of 1,000 students.
- * Evaluate current retention efforts to determine what processes can be enhanced, eliminated, or added to current efforts.
- * Strengthen the brand and school identity utilizing consistent verbal and visual positioning statements and logos from the 2017 branding study.



CREATE NEW AND NON-TRADITIONAL OPPORTUNITIES TO LEVERAGE OUR POSITION WITHIN THE LOCAL COMMUNITY.

- * Expand Enrichment/Summer at Saint Mary's Hall curriculum and programs to increase exposure of our brand to a larger community.
- * Conduct a feasibility study to determine interest in organized transportation to and from our campus.

ADDRESS CAMPUS AND FACILITY IMPROVEMENT AND MAINTENANCE NEEDS.

- * Analyze and evaluate current safety/security efforts. Budget for new initiatives to maintain and enhance our highest priority, the safety of our community.
- * Create a list of prioritized campus improvement/maintenance projects to ensure optimal functioning for campus facilities for years to come.



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