

# STRATEGIC PLAN 2020



Santa Catalina School  
Santa Catalina  
Lower and Middle School



December 2020

Dear Friends of Santa Catalina,

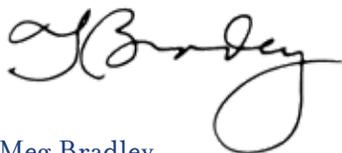
I am pleased to share with you Santa Catalina's Strategic Plan 2020, which sets a course of action for the school over the next four years. This document is grounded in four areas: academic and co-curricular programs, people and community, physical environment and place, and our enduring legacy.

At Santa Catalina, we are heirs to a rich and vibrant academic tradition rooted in an open and welcoming community. Our 2012 Strategic Plan fulfilled the promise of maintaining the school's founding values and ensured that creative, innovative, and thoughtful planning supported these values. We reviewed our many accomplishments since the 2012 Strategic Plan and identified our future goals. Our school's 2020 Strategic Plan has been developed in collaboration with, and by listening to, many committed individuals who deeply care for Santa Catalina, including trustees, parents, alumnae/i, faculty, staff, and students. The dynamic process to articulate our vision for Santa Catalina included surveys of alumnae, parents, and students, a strategic planning retreat for the Board of Trustees, and a 12-month accreditation process in 2019, which involved all faculty and staff.

Santa Catalina's emphasis on the value of relationships will enable us to realize the promise outlined herein. In doing so, we will fulfill our essential mission to educate students determined to serve the world with courage, grace, and compassion.

Thank you to everyone who participated in this process with such care and intention. Thank you for the wisdom and commitment you offered to create a bold and mission-focused plan. I know that our Santa Catalina community will continue to make connections, to be aware of and consider new experiences, and to create educational opportunities for all students to grow and thrive—all hallmarks of our founding values.

Sincerely,



Meg Bradley  
Head of School



# MISSION, MOTTO, & CORE VALUES

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## Mission Statement

Santa Catalina School exists to develop in each student a striving for excellence, a maturing awareness of moral and spiritual values, a sense of responsible purpose, and a determination to serve the world with courage, grace, and compassion.

## Motto

*Veritas*—truth—is the motto of Santa Catalina School. Underlying all actions, relationships, and communication is the assumption that this standard exists. Only with this principle clearly acknowledged and firmly in place is the school’s mission worthy and possible.

## Core Values

Santa Catalina embraces a number of core values that serve to distinguish us.

### *A Particular Academic Approach*

The Catholic intellectual tradition teaches that life has meaning and purpose, that there is a moral right and wrong, and that faith and reason are complementary in the search for truth. We believe that our approach to teaching enriches the academic experience for all of our students.

### *Openness*

A spirit of welcome and openness is characteristic of Santa Catalina School. We embrace the true meaning of the word "catholicity" (from the Greek words *kata* and *holos*, meaning "inclusive of everyone") with an invitation and welcoming spirit to all of our students. With this foundation of our Catholic heritage, we affirm, celebrate and embrace the rich religious diversity of our student body.

### *Service*

Students at Santa Catalina learn of their responsibility to serve others. We believe that service activities help raise the consciousness of our students, with the impact of these efforts ultimately being realized in the school community and beyond.

### *Relationships*

At Santa Catalina, we believe that students learn and grow best in a loving and supportive community. This emphasis on the value of relationships has been Santa Catalina’s charm, or “special gift,” since the founding of the school. It has been one of our enduring strengths and it is what has made attending Santa Catalina such a powerful experience for so many.

# ALL-SCHOOL STRATEGIC PRIORITIES

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In order to support and advance our vision for Santa Catalina School, we will concentrate our efforts in four main areas: the **academic and co-curricular programs** offered to students; the **people and community** of Santa Catalina; the **physical environment and place** in which our community resides and programs occur; and about our **enduring legacy**.

## Academic and Co-Curricular Programs

We will—

- develop and inspire critical thinking as we further deepen communication and collaboration skills in our students.
- invest in and further develop signature programs.
- integrate Santa Catalina's Health and Wellness Initiative throughout the curriculum and community.
- deepen opportunities for students to develop an appreciation for intellectual, racial, gender, religious, and socioeconomic diversity
- enhance the technology program to encompass hands-on learning, innovation, and critical thinking.

## People and Community

We will—

- attract and retain a diverse student population by expanding the pool of qualified applicants.
- recruit, develop and retain a diverse community of faculty and staff with the experience and talent to foster student-centered learning and serve our mission.
- invest in professional development and further establish our teachers as experts in early and adolescent instruction.
- improve the competitiveness of compensation and reward excellence in teaching, coaching, advising, and administrative performance.
- advance an inclusive environment reflecting faculty and student diversity.
- nurture relationships by increasing community engagement, service, and volunteerism.

## Physical Environment and Place

We will—

- invest in facilities that serve program priorities and best support our community.
- sustain our commitment to environmentally friendly practices.

## Enduring Legacy

We will—

- develop an integrated marketing plan to drive interest from right-fit applicants and their families.
- increase the boarding enrollment and proportion and total student enrollment to 500 by 2025.
- balance resources to enrollment, including staffing, tuition assistance, facilities, and programs.
- design and execute an integrated advancement program.
- increase the endowment to \$50 million.
- increase resources dedicated to plant maintenance and campus beautification.
- increase community participation in and support of the Santa Catalina Fund.
- increase non-tuition sources of revenue.



# 1. ACADEMIC & CO-CURRICULAR PROGRAMS

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## Lower and Middle School

### *Lower School Vision*

Our vision is to continue to be the outstanding school on the Monterey Peninsula committed to providing an environment that inspires curiosity, exploration, and excellence in academics, service and character.

### *Middle School Vision*

Our vision for the Middle School is to provide outstanding preparation for high school and beyond by educating the whole person and cultivating each student's intellectual, social, physical, and emotional well-being.

As a recognized leader in early childhood through eighth-grade education, Santa Catalina Lower and Middle School provides an enriching and challenging program with an emphasis on developing character, leadership, and an internal drive for learning and achievement. We offer innovative programs, experiences, and methods that serve student-centered learning. We will identify and develop opportunities for students' social development, including equity, inclusion, and cross-cultural competencies across grades, content areas, the Compass program, and all service-learning projects.

We will invest in and commit resources to:

- pedagogical best practices across all disciplines and co-curricular activities to prepare students to think critically, communicate effectively, engage collaboratively, and reflect individually.
- professional development and support to standardize, articulate, and deploy Santa Catalina's Health and Wellness Initiative across grades, curricular, and co-curricular areas.
- examine and develop institutional values around child and adolescent health, wellbeing, and decision-making consistent with our Mission. This includes:
  - access to experts in child and adolescent counseling to support faculty.
  - professional development and the greater articulation of programmatic enhancements to further establish Santa Catalina Middle School teachers as experts in adolescent education.
- professional development emphasizing methods, activities, and advising aimed at the recruitment, engagement, and success of male students.
- enhance our current technology program to encompass hands-on learning and innovation, including integrated classroom technology, the computer science lab, and a dedicated maker space.

- explore the need for age-appropriate curricula for Middle School Spanish-heritage speakers in order to attract students and increase the diversity of our current student population.

## Upper School

### *Upper School Vision*

Our vision is to be the premier all-girls school in the United States with an educational program and leadership opportunities that best prepare young women to be supremely capable, confident, and self-aware.

Santa Catalina's Upper School all-girls environment serves young women's growth of intellect, initiative and self-confidence. We challenge each student to strive for academic excellence, assume leadership, develop a faith life, and perform at her best in all her endeavors.

We will invest in and commit resources to:

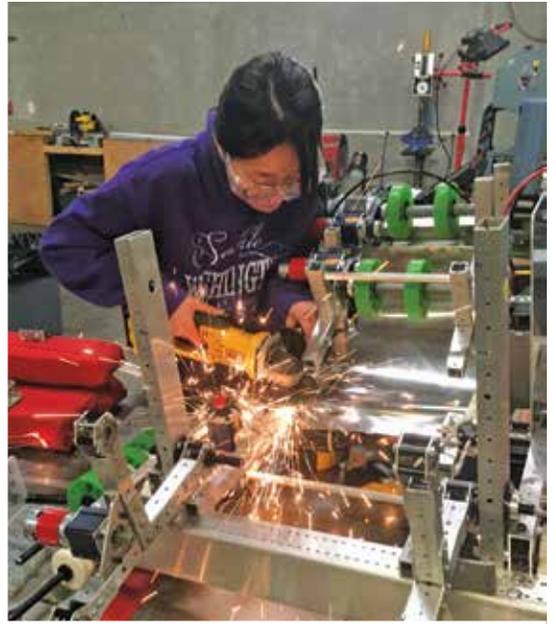
- certificate programs in marine ecology, the performing arts, and the visual arts, with opportunities for concentrated work in each.
- educate and empower students to prioritize their health and wellness through the Santa Catalina Health and Wellness initiative. We plan to become a recognized leader in this arena.
- design courses and employ pedagogical practices that cultivate innovation, interdisciplinary exploration, and collaboration.
- identify and develop opportunities for students' social and emotional development, including equity, inclusion, and cross-cultural competencies across grades, content areas, and service-learning projects.
- advance women in leadership with the establishment of a four-year Santa Catalina women-in-leadership program that creates opportunities for students to learn beyond campus via school and corporate partnerships, entrepreneurship, global travel, internships, and service-learning experiences.
- excellent athletic programs.

### *Residential Community*

We continue to develop Santa Catalina's residential community to further empower our students to become confident, capable young women.

We will invest in and commit resources to:

- enable our resident faculty to deliver a quality, engaging, relevant residential program that builds formative relationships and community connections.
- align our residential experience with our curricular and co-curricular programs.
- integrate the day student experience more deeply into residential life.
- take advantage of our location and provide activities that engage students in the local community and greater region.



## 2. PEOPLE & COMMUNITY

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### *Faculty and Staff*

Santa Catalina School is proud of its collegial team of talented and professional educators and staff members. In order to serve our students and families, we will invest in and commit resources to:

- recruit, hire, and retain a diverse faculty and staff with the driven dedication, experience, and talent to foster student-centered learning and a commitment to our school's Mission and Catholic identity.
- faculty and staff development focused upon meeting the needs of our students.
  - create scheduled professional development time for teachers to explore and discover instructional innovation techniques to meet teaching objectives.
- implement a comprehensive annual review program tailored to the arc of a career.
  - establish individualized faculty performance objectives that serve student learning and incorporate student interests and skills into the learning process.
  - establish staff performance goals that align with departmental goals.
- improve the competitiveness of faculty compensation and reward excellence in teaching, coaching, and advising.
- improve the competitiveness of administrative and staff compensation and reward exceptional service to school.
- right-size the faculty/student ratio to better reflect and serve enrollment.

### *Students*

Santa Catalina develops in each student the skills and knowledge to face the challenges and opportunities of a changing world. We believe that the presence of perspectives offered by those of different races, ethnicities, nationalities, religions, and socioeconomic backgrounds serves our Mission.

We will invest in and commit resources to:

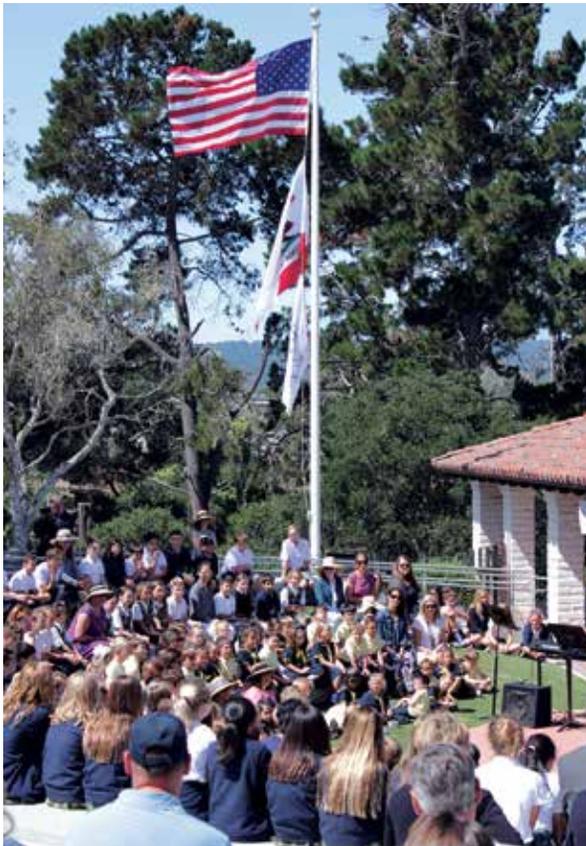
- enroll students with strong academic, personal, athletic, and artistic qualities from diverse backgrounds who are ready to participate fully in the life of Santa Catalina School.
- increase all-school enrollment to 500 students by the year 2025, emphasizing enrollment of more boarding students.

## *Community Building*

The vibrancy of our community speaks to our core values and enhances teaching, learning, and the character development of our students. To build, develop, and foster these community relationships we will help people to see themselves in the story of our school and inspire their support by creating meaningful, delightful, and coherent experiences for each.

We will nurture community by:

- increasing the level of engagement and volunteerism in the Santa Catalina community.
- recruiting trustees and school leaders from diverse backgrounds who will serve our Mission.
- developing opportunities for community members to participate in the life of the school and further support Santa Catalina's efforts to connect with prospective students.
- developing opportunities for students to connect with and serve the local community.



### 3. PHYSICAL ENVIRONMENT & PLACE

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While physical building cannot supplant culture, excellence, and dedication, the quality and appropriate design of our facilities remains foundational to our operations and cannot be allowed to limit our program or mission. Therefore, we will continue to renovate and create facilities to enable students and teachers to do their best work.

We will commit resources and raise funds to:

- renovate the PreKindergarten and Kindergarten classrooms.
- renovate the Sister Mary Kieran Memorial Library and Resource Center.
- renovate the dining room and kitchen.
- renovate the track and field complex for increased use.
- refurbish the Sister Carlotta Performing Arts Center.
- remain current with infrastructure maintenance.

We will evaluate the opportunities to create additional faculty housing (on and off campus) and update current faculty housing; construct Lower and Middle School admission and administration offices; update Upper School classrooms; consolidate our health center and counseling services; and provide well-designed construction and storage space for the performing arts.



## 4. ENDURING LEGACY

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To raise Santa Catalina School's visibility and increase enrollment, we will invest in and commit resources to:

### *Marketing*

- developing an all-school, comprehensive, three-year marketing plan that is consistent with the school's Mission and clearly communicates the school's aspirations.
- executing a database upgrade to support all enrollment and admission programs.

### *Sustainability*

- a rolling five-year budget plan.
- annual budgeting to reflect enrollment that may entail tactical right-sizing.
- designing a revenue model that improves school affordability.
- achieving the \$50 million Legacy Campaign facility and endowment goals by June 30, 2020.
- establishing new named endowment funds and inviting additional gifts to current named endowment funds.
- Identifying additional sources of revenue, e.g., designing mission-specific ways to:
  - utilize excess dormitory rooms.
  - develop programs to bring young women onto campus to experience the school's Marine Ecology Research Program, performing arts, visual arts, and leadership academy.
- exploring opportunities to:
  - offer a boarding experience to day seniors.
  - offer additional opportunities for boys during the summer.
  - establish a day care center.

## *Development*

- increase alumnae/i Santa Catalina Fund participation to 30% and all-school parent participation to 100%.
- foster the alumnae/i community by increasing event attendance and empowering the Alumnae Association.
- increase engagement by young alumnae/i.
- expand volunteer recruitment and support to increase leadership giving for the Santa Catalina Fund

## *Campus-wide*

- promote campus-wide dynamic environmental awareness and stewardship.



## Board of Trustees

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*Vice-Chair*

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*Vice-Chair*

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Jeannette K. Witten

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*President, Alumnae Association*

Brooks Walker, Jr.  
*Honorary Trustee*

## Leadership Team

Margaret K. Bradley  
*Head of School*

John Aimé  
*Assistant Head of School*

John J. Murphy, Ph.D.  
*Assistant Head of School for Mission and Identity*

Julie Lenherr Edson '88  
*Head of Upper School*

Christy Pollacci  
*Head of Lower and Middle School*

Ron Kellermann  
*Business Manager*

Santa Catalina School is accredited by the California Association of Independent Schools and the Western Association of Schools and Colleges and is a member of the California Association of Independent Schools, National Association of Independent Schools, National Coalition of Girls Schools, and The Association of Boarding Schools. • Santa Catalina School admits students of any race, color, national, and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. Santa Catalina School does not discriminate on the basis of race, color, national, and ethnic origin in the administration of their educational policies, admissions policies, scholarship and loan programs, and athletic and other school administered programs.



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