



State of the School Address

...

Mr. Dennis Chapman
Head of School
January 11, 2022

Board of Trustees

Theo Etzel
Chair



Tonight's Topics

It Takes a Village

Mission, Vision, Core Values, and Strategic Plan

2021: A Look Back

2022: A Look Ahead

Your Role in the Village



Senior Leadership Team - “It Takes A Village”

Nikki Sweeney, Head of Upper School/Assistant Head of School

Andrew Miranti, Head of Middle School

Janna Outlaw, Head of Lower School

Karen McAvoy, CFO/COO

Jane Badger, Director of Development

Cameron Steese, Director of Enrollment Management

Debbie Martin, Director of Performing Arts

John Egan, Athletic Director

Melinda Sullivan, Human Resource Director

Regina Maxfield, Executive Assistant to the Head of School

“It Takes A Village” - Faculty (120) and Students (568)



Mission, Vision, Core Values, and Strategic Plan



Mission Statement - Why do we exist?

— THE —
VILLAGE
SCHOOL
OF NAPLES

Provide an environment that
EMPOWERS and INSPIRES students
to think and CREATE solutions to
challenges in an ever-changing world.



Vision - What does success look like for us at the appointed time in the future?

In 2025, The Village School is the educational leader in cultivating diverse and innovative students who discover their individual passions and purpose in a faith-based environment to reach their fullest potential.



Core Values - What do we stand for?

As a school aspiring toward excellence in the education of the whole child, The Village School of Naples cares deeply about:

Students First

Christian Values

Community

Integrity

Innovation



Strategic Plan for 2025



The logo of The Village School of Naples is a circular seal. It features a central shield with a cross, a book, and a torch. The text "THE VILLAGE SCHOOL OF NAPLES" is written around the top of the seal. At the bottom, a banner reads "EMPOWER, INSPIRE, CREATE" and "EST. 2000" is written below that.

Knight Vision: Full STREAM Ahead!

Goal 1: The Student Experience

By 2025, The Village School's student-centered STREAM approach prepares every graduate to be at the forefront of an ever-changing world.

Goal 1: The Student Experience

Measurables:

- Student Retention (Controlled Overall Percentage and Transition Grade Levels)
- All-School Parent and US Student Satisfaction Surveys
- Net Promoter Score
- College Acceptance List
- Senior College Scholarship Dollars

Knight Vision: Full STREAM Ahead!

Goal 2: Standing Out in a Crowded Marketplace

In 2025, The Village School is the preferred educational choice for a broad range of students and families seeking a personalized PreK3 - 12th Grade continuum of faith-based character education and exceptional academics.

Goal 2: Standing Out in a Crowded Marketplace

Measurables:

- Enrollment
- Upper School Growth
- Number of New Students
- Growth of The Learning Center program
- Number of Community Connections

The logo of The Village School of Naples is a circular seal. It features a central shield divided into four quadrants by a cross. The top-left quadrant contains a torch, the top-right a graduation cap, the bottom-left a football, and the bottom-right a pair of scales. The shield is surrounded by a banner at the bottom that reads "EMPOWER, INSPIRE, CREATE" and a smaller banner at the very bottom that reads "EST. 2000". The outer ring of the seal contains the text "THE VILLAGE SCHOOL OF NAPLES".

Knight Vision: Full STREAM Ahead!

Goal 3: Resources

In 2025, The Village School is well-positioned for strategic growth and long-term sustainability.

Goal 3: Long-Term Financial Sustainability

Measurables:

- Net Tuition Revenue
- Endowment / Capital Campaign
- Annual Giving
- Physical Plant Reserves (PPRRSM)/Funding Depreciation
- Net Operating Income (Operating Income vs Expenses)
- Cash Flow / Cash Position & Reserves

First Semester Highlights

- Navigating the Delta Variant!
- Opened the doors to 550 students! / Currently - 568 students!
- Groundbreaking for Track and Field
- Convocation, Veterans Day
- Thespians, 42nd Street, A Charlie Brown Christmas, Christmas Concert
- Girls XC Team to State!
- First National Merit Qualifier- Joseph Weaver, '23
- Fall Sports and start of Winter athletic seasons
- Dedication of the Lauren Tayon Drama Studio



Capital Projects - Upper School



TVS Branding in Front Entrance



Capital Projects - US Classrooms



Capital Projects - Lauren Tayon Drama Studio



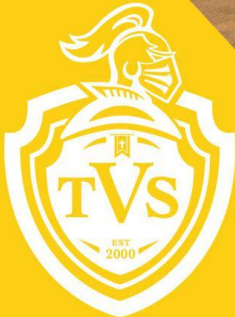
Capital Projects - MS



Capital Projects - ECE & LS



Capital Projects - LS Playground



Look what your Village Fund Dollars made Possible!

LS Playground Renovation

New Middle School Classroom Furniture

Upper School Gym Divider

New Picnic Tables

Professional Development Opportunities for Faculty & Staff

Updated Software for Curricula Advances

Thank you to our Lead Donors...

79 TVS families have contributed to the
“On Track” Campaign to date

Those 79 Gifts Total

\$2.234MM

The logo for The Village School of Athletics is a circular seal. It features a central shield with a cross, a book, and a torch. The text "THE VILLAGE SCHOOL OF ATHLETICS" is written around the top of the seal, and "EMPOWER, INSPIRE, CHALLENGE" is written around the bottom. The year "EST. 2000" is at the very bottom.

There are 472 Families at The Village School.

Imagine the impact we would see if more families contributed to the “On Track” Campaign!

We need more funds to complete the project.

Lights, Fencing, Bleachers, Concessions Stand, Restrooms

The Construction of the TVS Track is Well-Underway!

Now...

It's time to *Pass the Baton*

To New Donors

So that the Track & Field Facility

Becomes a Reality.

Help us to the Finish Line!



Track and Field progress



Track and Field progress



Track and Field Progress



Second Semester Priorities

- MAP Testing
- The R in STREAM
- Arts Program Review
 - February 3-4
- Track and Field Ribbon Cutting
 - TBD (March/April)
- FCIS Visit
 - April 3-5
- Year Two of the Strategic Plan



Parent Survey - The Ultimate Question

Net Promoter Score - “How likely are you to recommend The Village School to a friend?”

2018 (194 responses):

- Promoters (9-10): 136 (70%)
- Passives (7-8): 42 (22%)
- Detractors (0-6): 16 (8%)

Net Promoter Score = %Promoters - %Detractors = 70 - 8 = 62

Parent Survey - The Ultimate Question

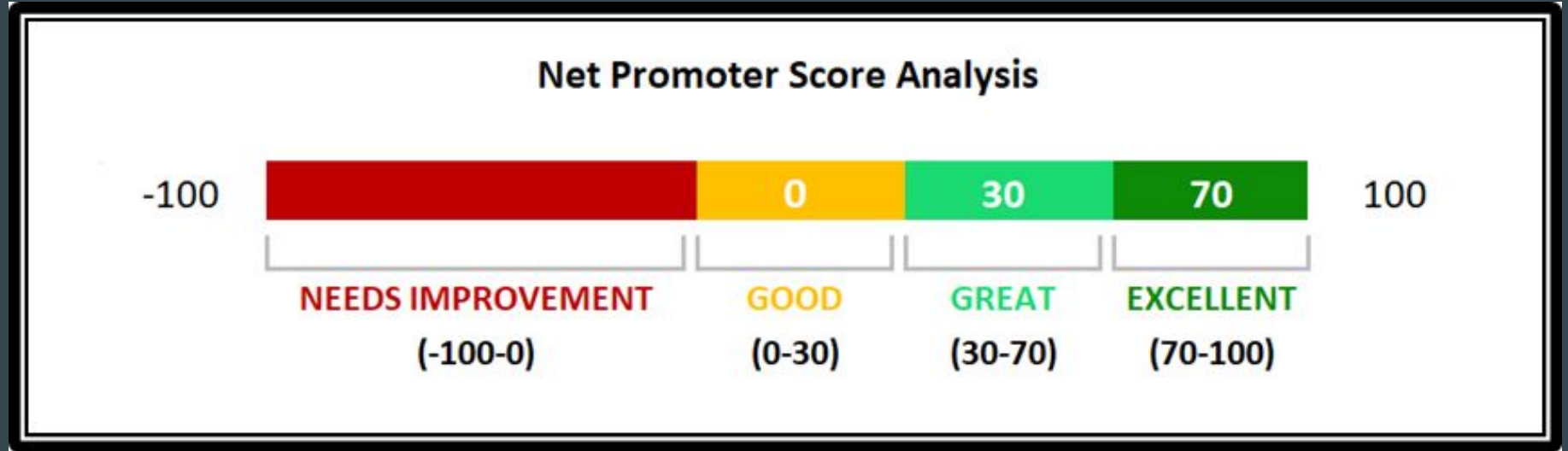
Net Promoter Score - “How likely are you to recommend The Village School to a friend?”

2022 (114 responses):

- Promoters (9-10): 85 (75%)
- Passives (7-8): 21 (18%)
- Detractors (0-6): 8 (7%)

Net Promoter Score = %Promoters - %Detractors = 75 - 7 = 68

Net Promoter Score Analysis



2021-22 Highlights

Finance

Admission

Development



2020-2021 Expenses

Salary & Benefits **79%**

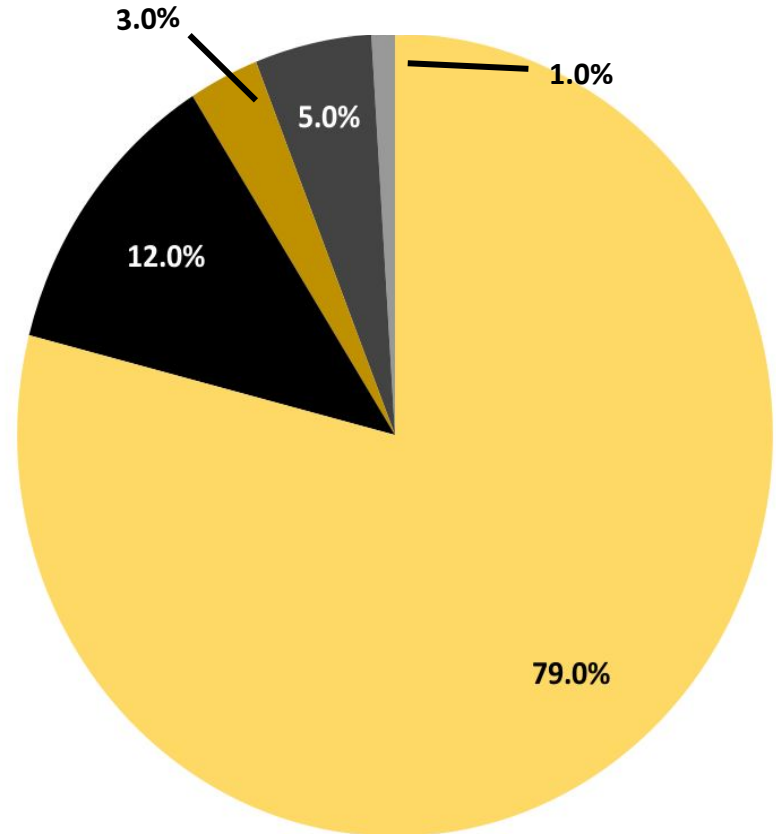
Administrative Expenses **12%**

Operating Expense **5%**
(Preschool- High School Costs)

Other Operating Expense **3%**
(Summer Camp/Cafeteria/Athletics)

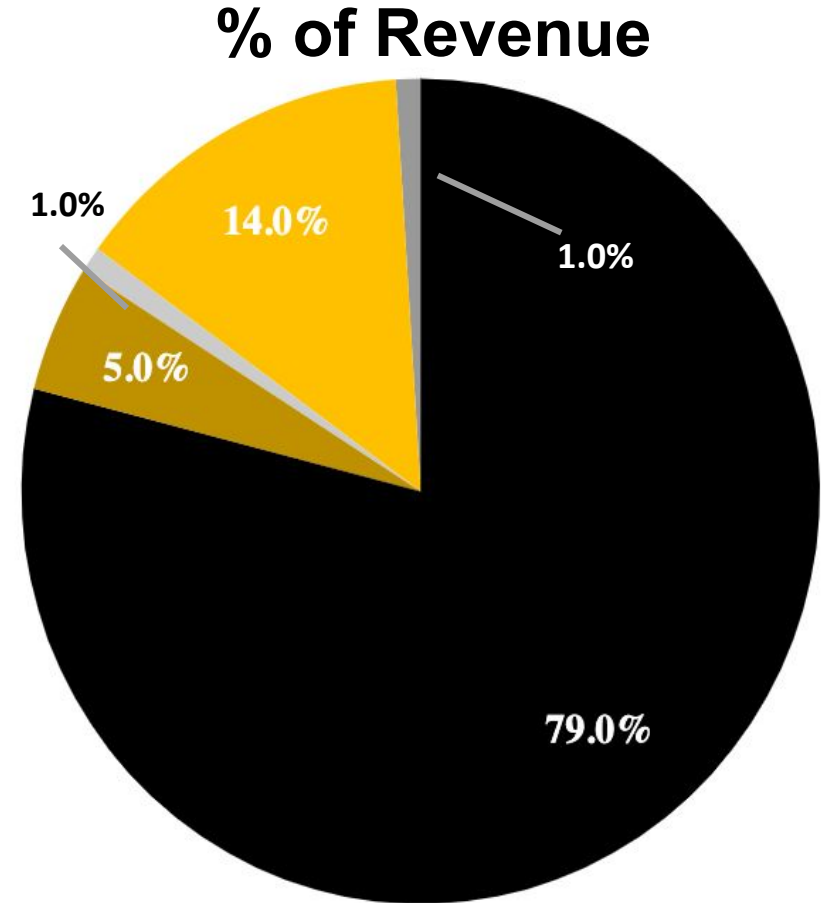
Non-Operating Expense **1%**
(Depreciation)

% of Expense

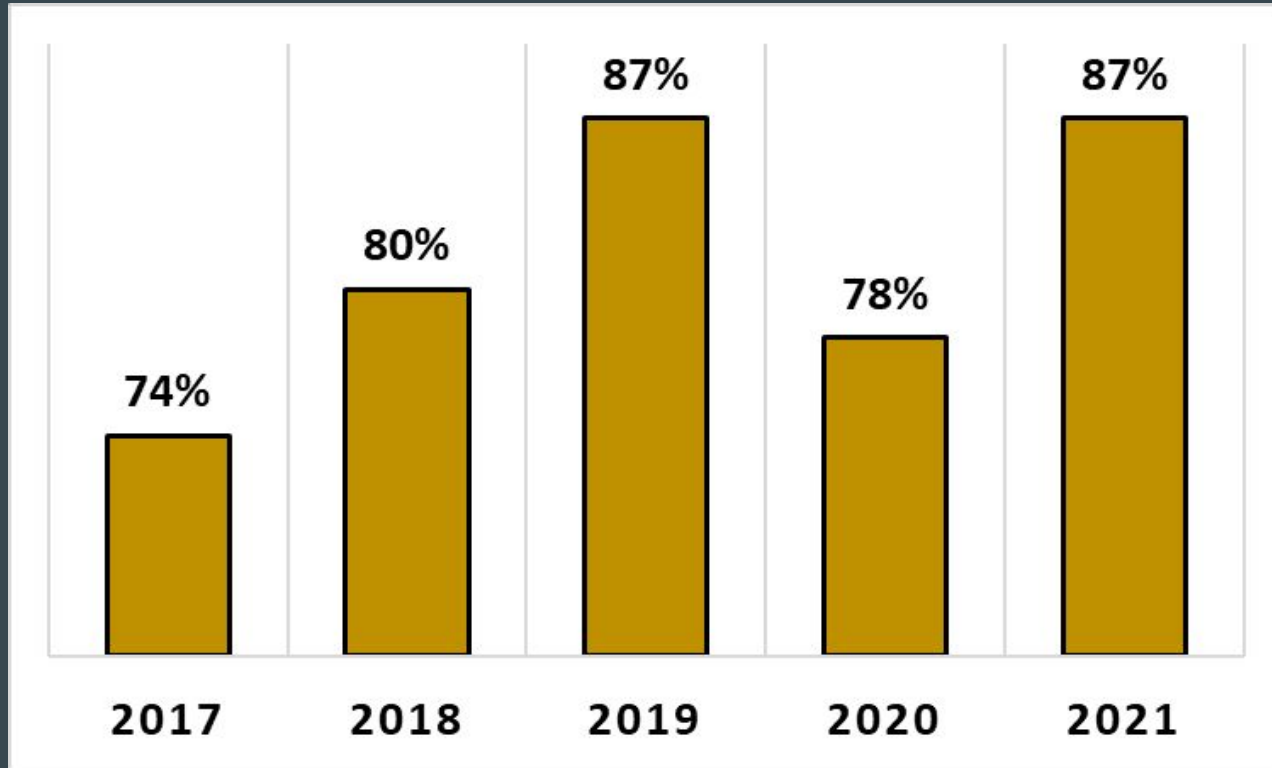


2020-2021 Revenue

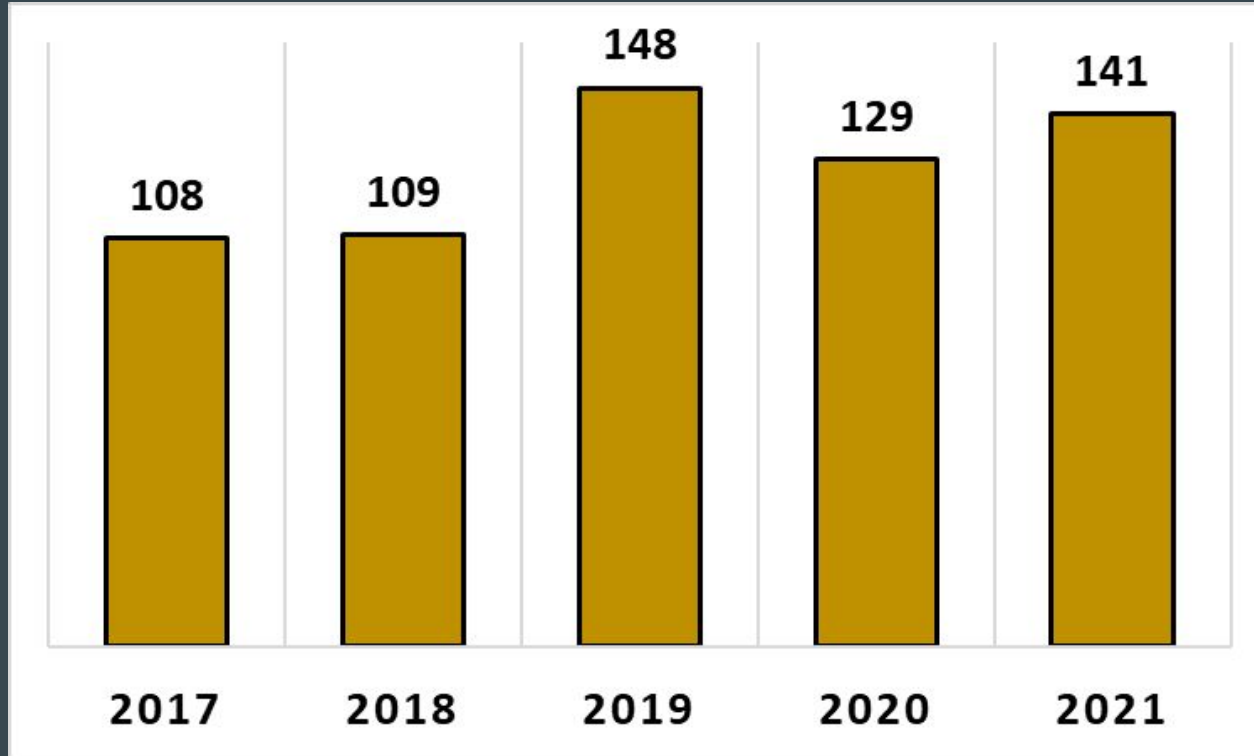
Net Tuition	79%
Annual Fund Revenue	5%
TLC Program Income	1%
Grants	14%
Other Operating Revenue	1%



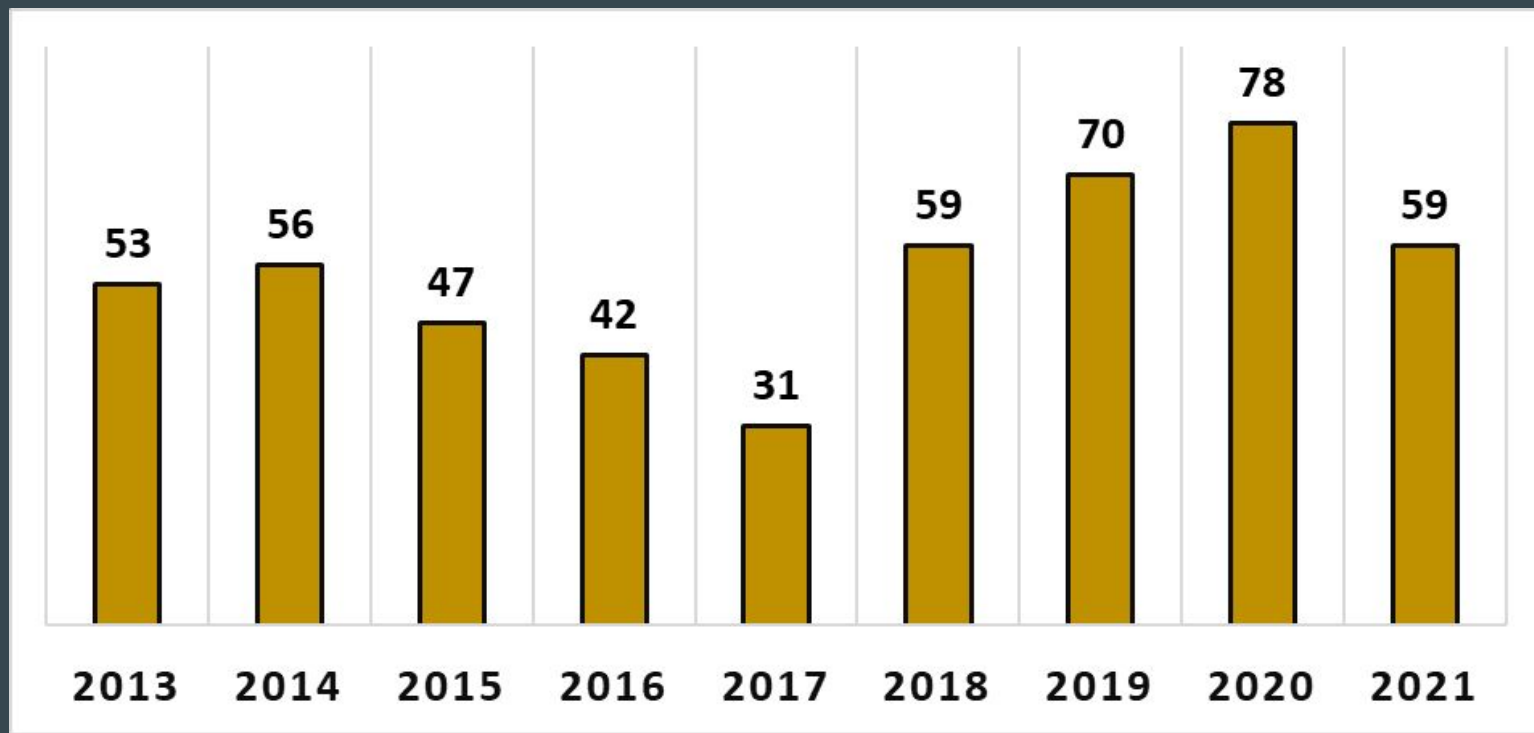
Retention - Last Five Years



New Students - Last Five Years



Enrollment History - ECE (PreK 3 & PreK4)



*Max Capacity - 184 (102 w/ Staff Nursery)

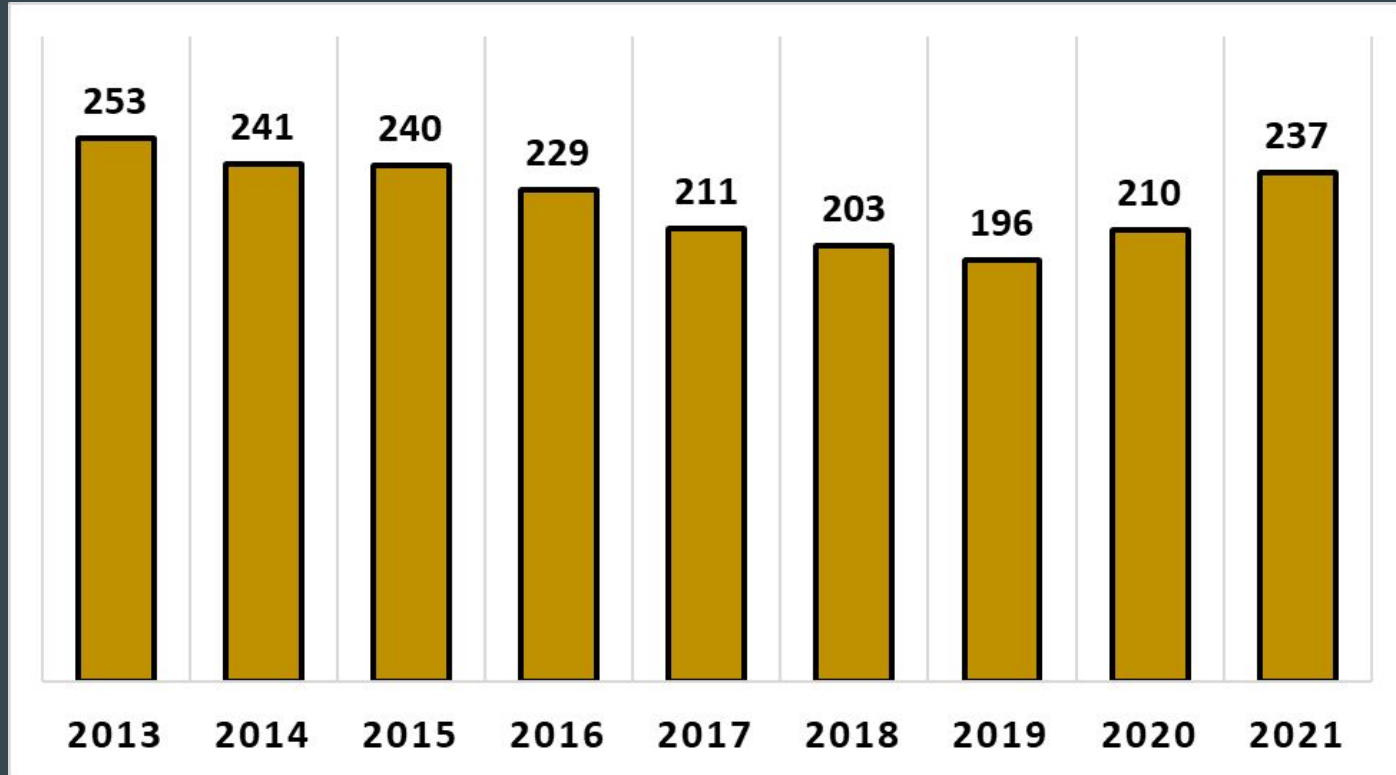
Enrollment Capacity - ECE

Early Childhood Education

Ratios: PreK3 - 15 per class 1:7 ratio / PreK4 - 18 per class - 1:9 ratio

Grade	Enrolled	Max
PK3	24	30
PK4	35	54
Total Early Childhood Education	59	84

Enrollment History- Lower School (K-5th grade)



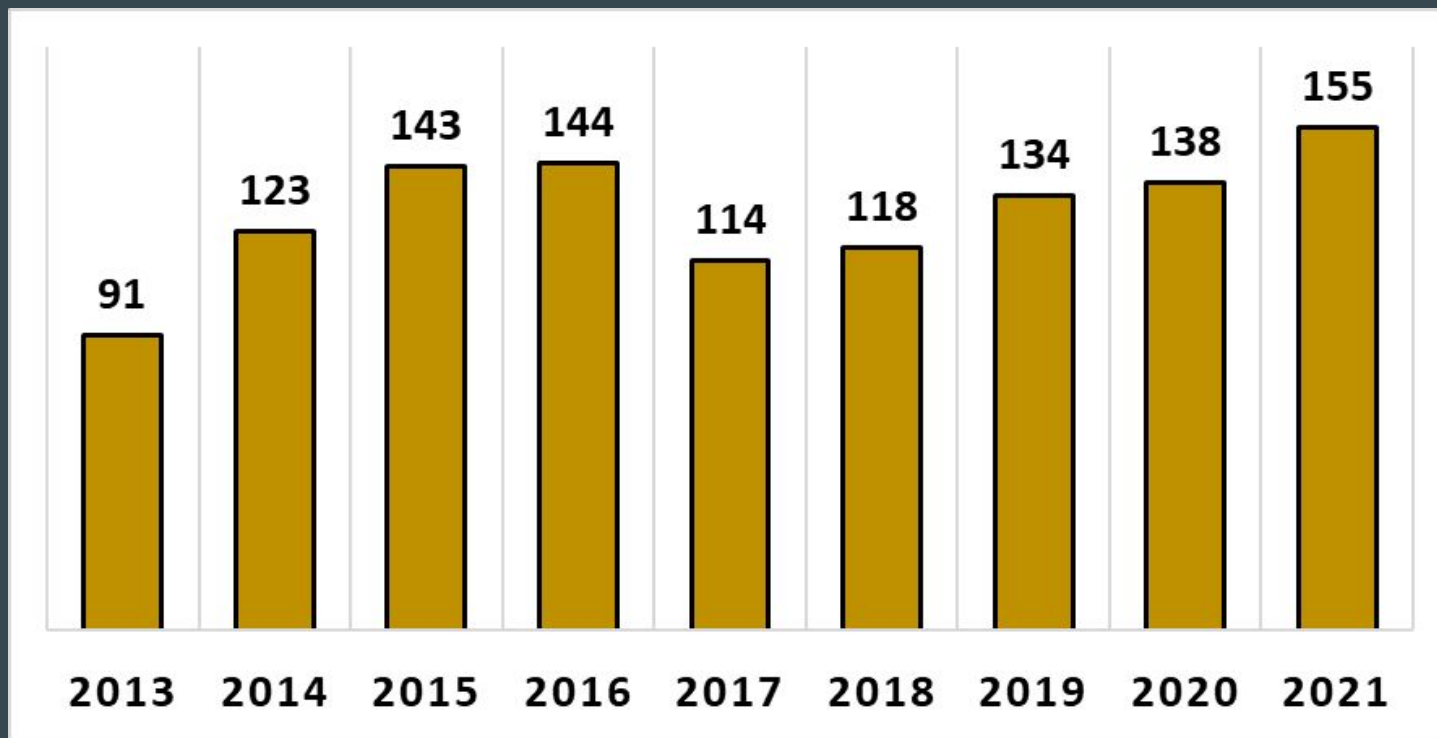
*Max Capacity - 264

Enrollment Capacity - Lower School

Lower School: 2 sections of 22 students per class / Ratio: 1:11
(Teacher and TA / K-3)

Grade	Total Enrolled	Max Capacity
Kindergarten	44	44
1st	25	44
2nd	44	44
3rd	43	44
4th	37	44
5th	44	44
Total Lower School	237	264

Enrollment History - Middle School (6th-8th Grade)



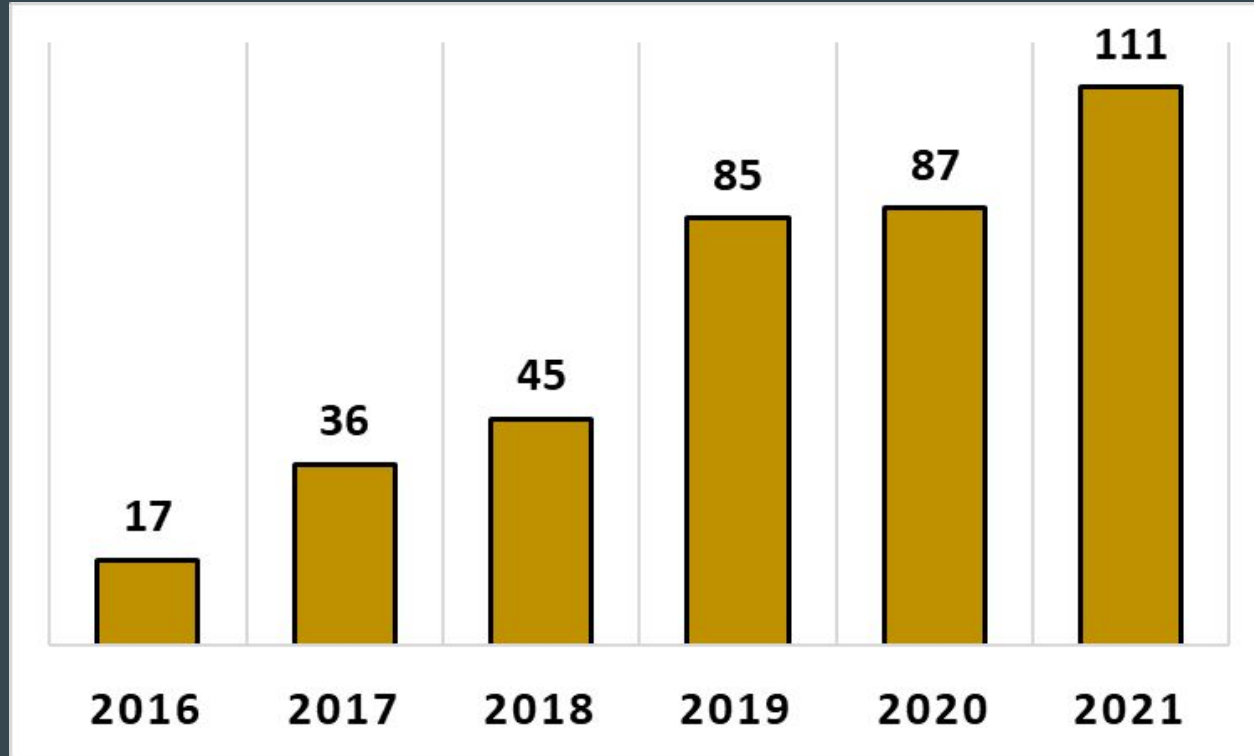
*Max Capacity - 162

Enrollment Capacity - Middle School

Middle School - 3 sections of 18 students per grade (Ratio 1:18)

Grade	Total Enrolled	Max Capacity
6th	54	54
7th	54	54
8th	47	54
Total Middle School	155	162

Enrollment History - Upper School



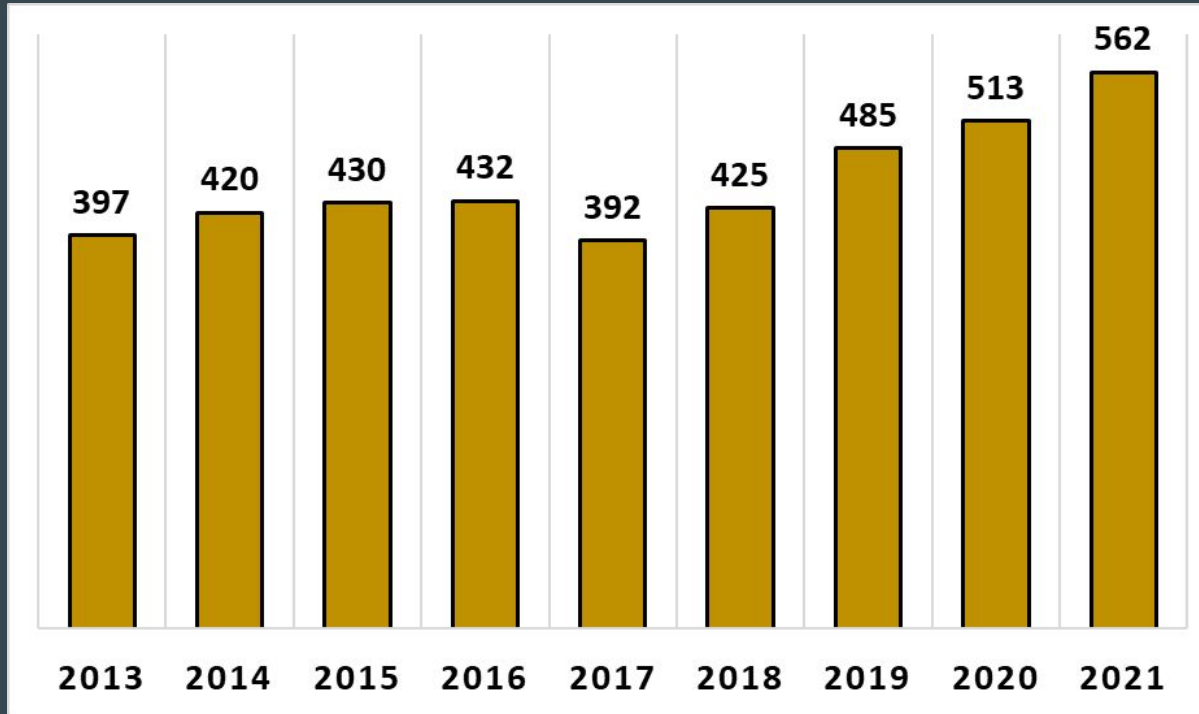
*Max Capacity - 175 without additional renovations/216 total

Enrollment Capacity - Upper School

Upper School - 3 sections of 18 per grade level (Ratio 1:18)

Grade	Total Enrolled	Max Capacity
9th	34	54
10th	27	54
11th	31	54
12th	19	54
Total Upper School	111	216

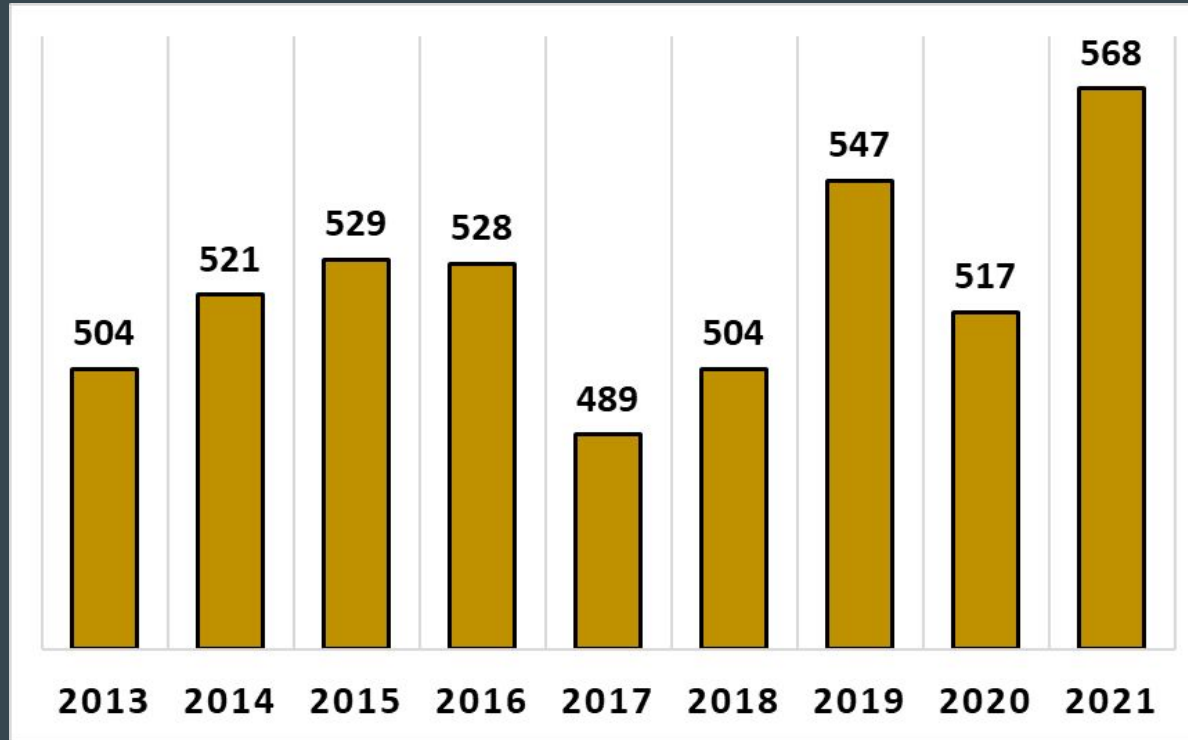
Enrollment History - PreK3 - 12th grade



*Numbers do not include Staff Nursery **2013 - 2018 TOTAL Students do not include P/T ECE

2016 = First year of US *2021 - 43% increase since 2017

Enrollment History - TOTAL Enrollment



*Does not include Staff Nursery **2013 - 2018 TOTAL Students do not include P/T ECE

***2020 - no infant - 2-year-old program

Enrollment Capacity - The Village School

ECE - 84 - 102 (w/staff nursery)

LS - 260

MS - 162

US - 176-216

TOTAL CAPACITY = 700-740 students

What will a 700 student, PreK3-12th Grade, Village School look like?

- Ratios remain in place, so intimate TVS feel not lost
- Larger Social Pool - Parents and Students
- Bigger Student Life Program/Extracurricular Offerings
- More opportunities in the Arts: Jazz/Pep Band, Orchestra?
- More opportunities in Athletics: Football?

Development News 2022 - Our Growing Community Events

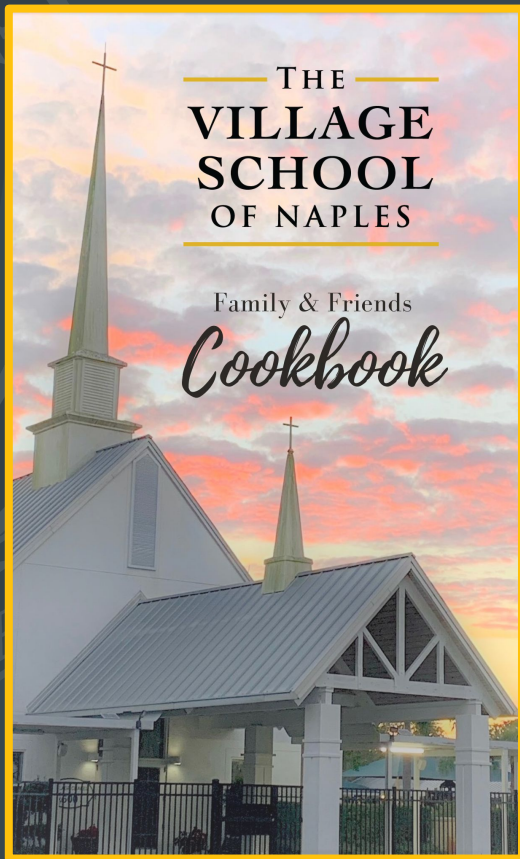
Celebrating TVS Most Beloved On-Campus Event

Grandparents' & Special Friends' Day

Friday, February 11, 2022

~ Honorary Chairs ~

Joyce & Gary Tice GP'23,'27,'29



The Village FUN Grade Level Challenge

Supporting The Village Fund
January 31, 2022 to March 31, 2022

The Goal is To Increase Participation by Families PK-12 by:

Building a Spirited Competition among Grade Levels

Recognize Participants Weekly Online

Celebrate Weekly Gains

Campaign Celebrations

Track & Field Groundbreaking - Wednesday, September 22, 2021



Campaign Celebrations

Lauren Tayon Drama Studio Dedication - Thursday, December 16, 2021



Sarah Germain, Samantha Moran & Maggie Talford

~ Event Chairs ~



Join us for an evening in support
of The Village School of Naples.

MARCH 12, 2022

GREY OAKS COUNTRY CLUB



THE
VILLAGE
SCHOOL
OF NAPLES

GULFSHORE LIFE



2022-23 - A Look Ahead

College Counseling

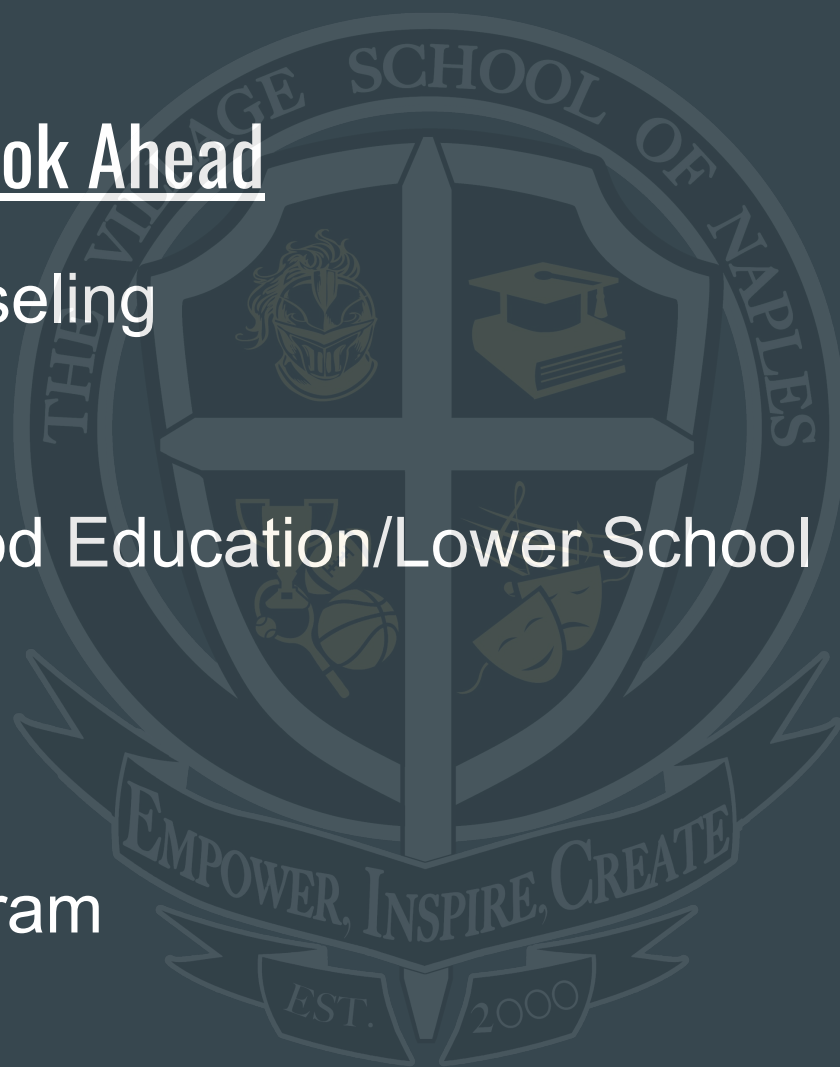
Academics

Early Childhood Education/Lower School

Middle School

Upper School

Athletics Program



The Village School/Quest College Success

Sue Zumstein

Director of College Counseling/Executive Director of Quest



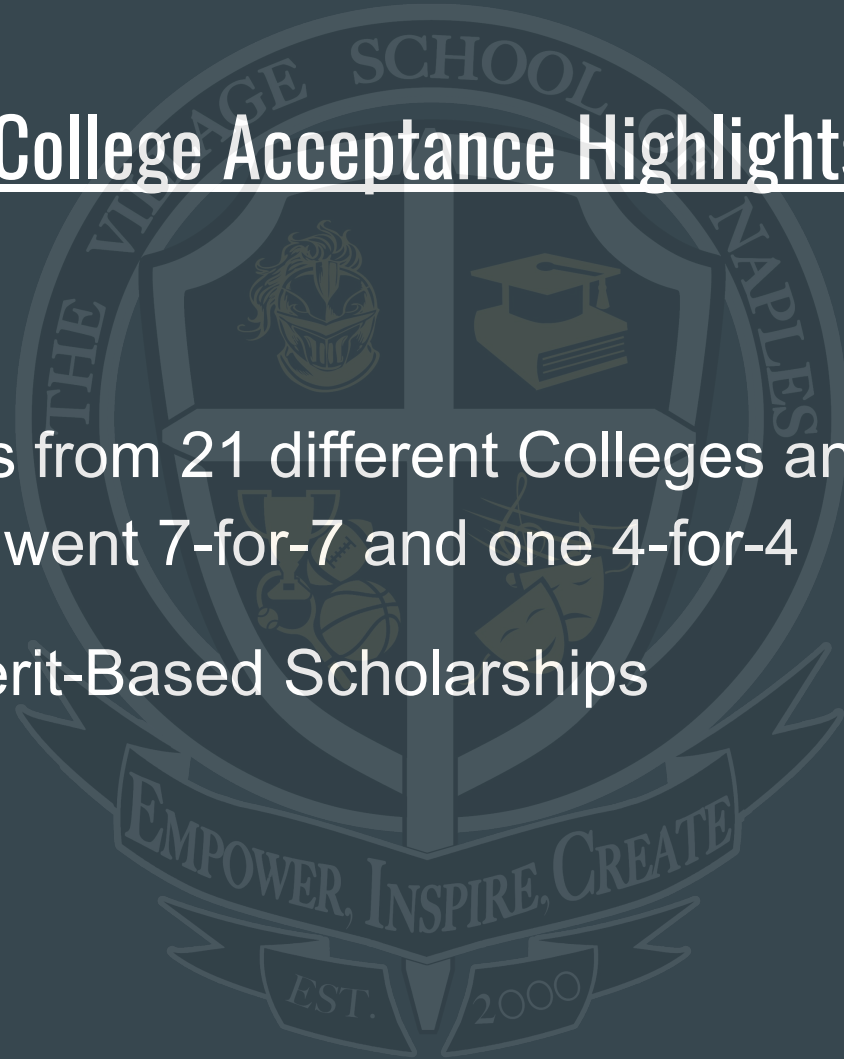
Class of 2022 College Acceptance Highlights (as of 1.10.22)

17 Seniors

32 acceptances from 21 different Colleges and Universities

- One senior went 7-for-7 and one 4-for-4

\$616,000 in Merit-Based Scholarships



Academics: MAP Testing

Dr. Will Eyerly

K-12 Academic Dean



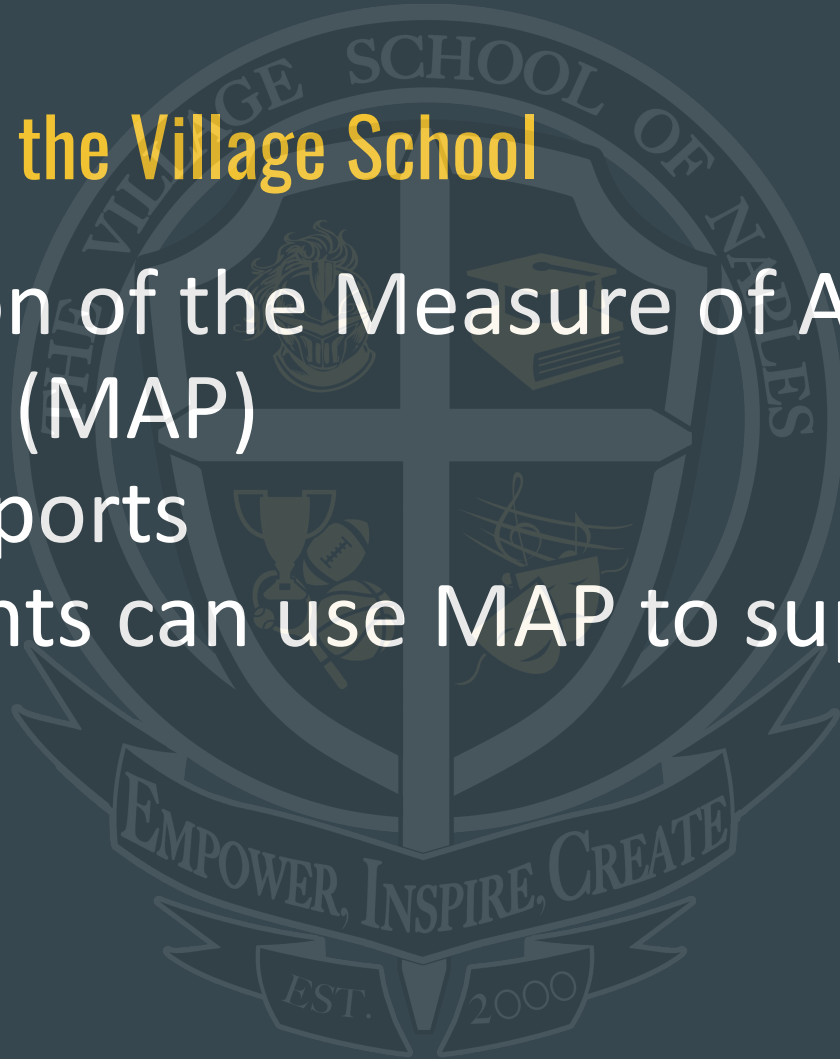
MAP Growth by the Numbers - The Gold Standard

- 11+ Million Students Tested Annually
- 7,600 + Current Educational Partners
- In all 50 States and 145 countries worldwide



MAP Growth at the Village School

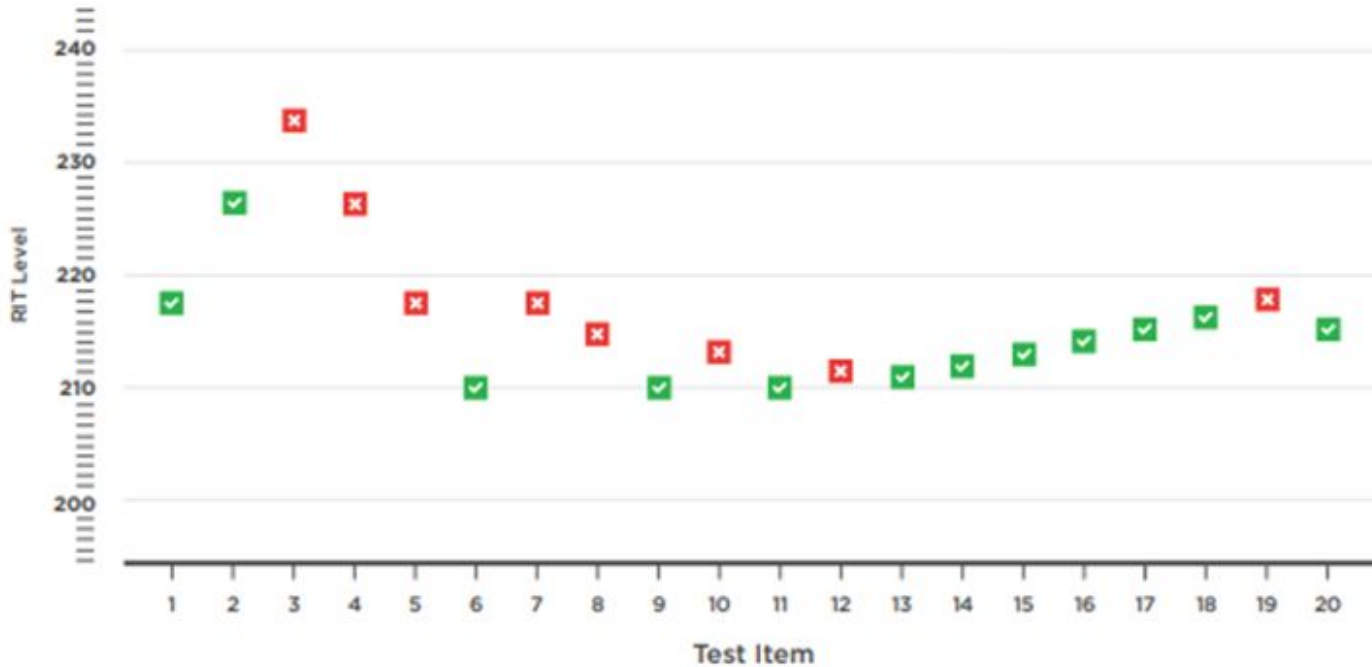
- Explanation of the Measure of Academic Progress (MAP)
- Sample reports
- How parents can use MAP to support their students



The Measures of Academic Progress (MAP)

- MAP Growth is a computer-adaptive test.
- If a student answers a question correctly, the next question is more challenging.
- If they answer incorrectly, the next one is easier.
- This type of assessment challenges top performers without overwhelming students whose skills are still developing.

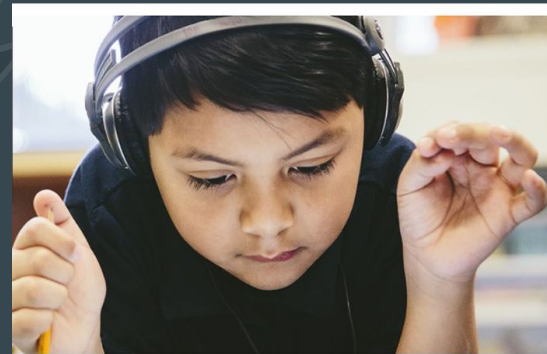
The Zone of Proximal Development (ZPD)



MAP Growth begins with a question at each student's grade level and adjusts the level of difficulty based on individual performance.

How Does MAP Work?

- Students are tested in Science (3-11) Reading, Language Usage, and Mathematics on a computer.
- Tests are about $\frac{1}{2}$ to one hour long.
- Reports are provided after each test to show growth, areas of strengths, areas to improve, and goals for the year.



What Does MAP Measure?

Learning Continuum - Test View
Growth: Reading 6+ VA 2017

Edit Display Options

201-210	211-220	221-230	231-240	241-250	251-260	261-270	271-280	281-290	291-300
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Word Origins, Semantics, Vocabulary Acquisition

Context Clues, Multiple-Meaning Words, Nuance

Word Parts, Word Relationships, Figurative Language

Reference Materials, Academic Vocabulary

Comprehension of Literary Texts

Literary Elements, Theme, Details, Summarize

← 211-220	221-230	231-240 →
Reinforce these skills & concepts	Develop these skills & concepts	Introduce these skills & concepts
R.6.5.a: Identify the elements of narrative structure, including setting, character, plot, conflict, and theme.		
<ul style="list-style-type: none">Understands character relationshipsDetermines details that support central idea in literary textIdentifies events that lead to resolution of problem/conflictAnalyzes how setting affects charactersSummarizes literary nonfictionUnderstands terms commonly used to describe plotUnderstands how characters are developed or changedDetermines central idea in literary text	<ul style="list-style-type: none">Determines details that reveal characters' thoughts, feelings, or actionsDetermines details that support central idea in literary textUnderstands terms commonly used to describe plotUnderstands how characters are developed or changedDetermines central idea in literary textAnalyzes the development of theme in literary textIdentifies conflict and/or resolution in literary text	<ul style="list-style-type: none">Understands terms commonly used to describe plotIdentifies conflict and/or resolution in literary textIdentifies exposition in literary textIdentifies falling action in literary textIdentifies climax in literary text

- **Reading**

- **Word Origins, Semantics, Vocabulary Acquisition**
- **Comprehension of Literary Texts**
- **Comprehension of Nonfiction Texts**

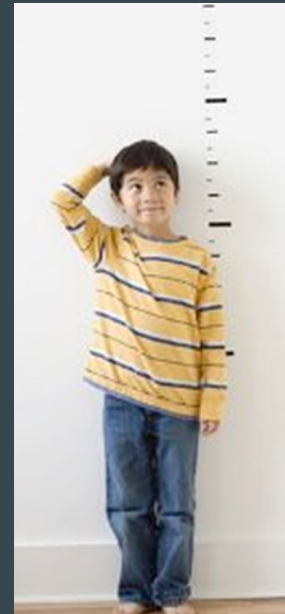
- **Math**

- **Number and Number Sense**
- **Computation and Estimation**
- **Measurement and Geometry**
- **Probability and Statistics**
- **Patterns, Functions, and Algebra**

Scores translate into learning statements so teachers can help students identify areas of strength, as well as areas for improvement. Individual goals are set.

How Does MAP Measure?

- Similar to a growth chart, MAP tests measure your students growth in Math and Reading each year.
- The scale used to measure progress is not feet and inches, but a RIT scale.
- Reports provide scores for each skill area to determine strengths, areas to improve, and overall score.

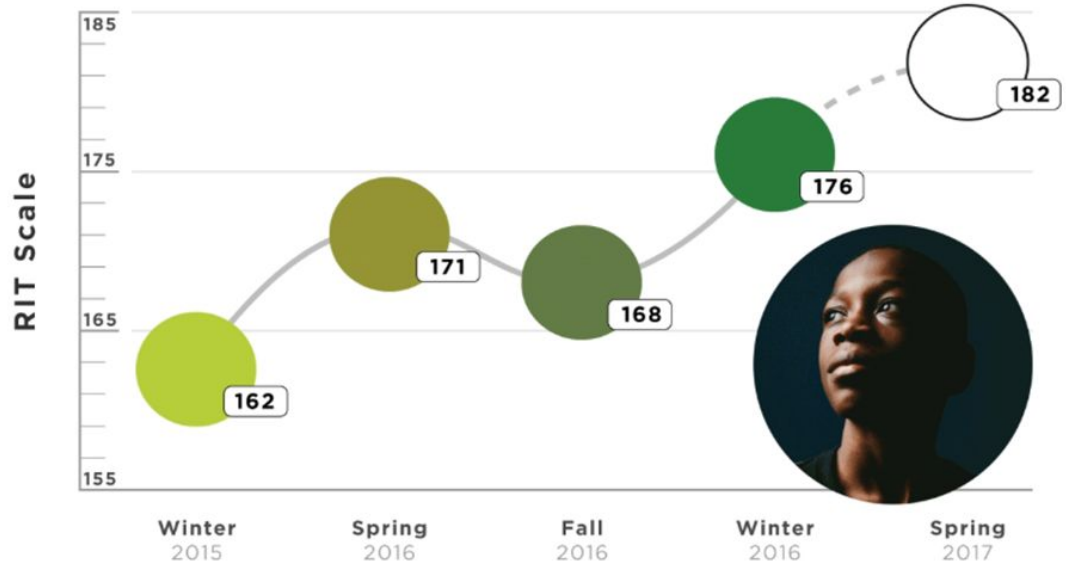


Instructional Level vs. Mastery

- Provides information about the instructional level of the student.
- Provides a road map for students toward achieving mastery.
- Is not a test for determining mastery of skills.

Growth over time

MAP Growth reveals how much growth has occurred between testing events and, when combined with our norms, shows projected proficiency. Educators can track growth through the school year and over multiple years.



Normative Data = Data with Context

- Grade-level norms
- Typical performance
- NWEA provides schools with norms every three years.
- Knowing the top, middle, and bottom scores of all these students combined allows teachers to compare where one student is relative to other students and helps them identify how to help students grow.

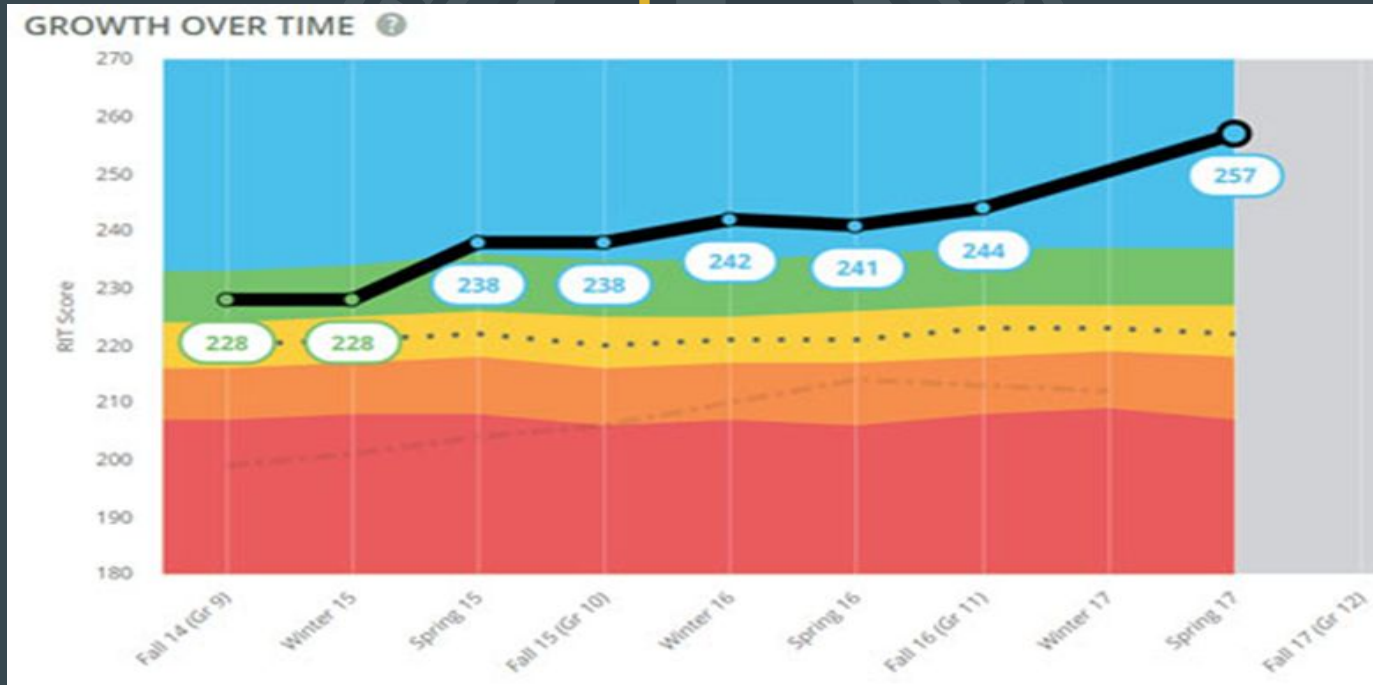
2015 READING Student Status Norms						
	Begin-Year		Mid-Year		End-Year	
Grade	Mean	SD	Mean	SD	Mean	SD
K	141.0	13.54	151.3	12.73	158.1	12.85
1	160.7	13.08	171.5	13.54	177.5	14.54
2	174.7	15.52	184.2	14.98	188.7	15.21
3	188.3	15.85	195.6	15.14	198.6	15.10
4	198.2	15.53	203.6	14.96	205.9	14.92
5	205.7	15.13	209.8	14.65	211.8	14.72
6	211.0	14.94	214.2	14.53	215.8	14.66
7	214.4	15.31	216.9	14.98	218.2	15.14
8	217.2	15.72	219.1	15.37	220.1	15.73
9	220.2	15.68	221.3	15.54	221.9	16.21
10	220.4	16.85	221.0	16.70	221.2	17.48
11	222.6	16.75	222.7	16.53	222.3	17.68

TVS Goals with MAP



- Identify the knowledge and skill levels of each student in a classroom or grade for placement in groups for differentiated instruction;
- Determine the strengths and needs of each group for planning ongoing instruction;
- Establish growth goals for each student for ongoing monitoring and feedback to each student; and
- Review overall patterns in instructional and curriculum design and professional development needs for teachers.

MAP Growth Parent Reports

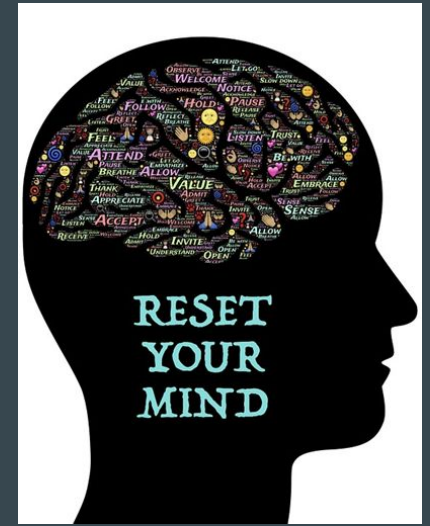


The focus of these reports is growth over time and readiness to learn - NOT mastery. We want your student to develop a “Growth Mindset”!

The Importance of Mindset

Fixed Mindset - Feedback viewed as criticism.

Growth Mindset - Openly embraces feedback, encourages learning and effort.



What Can Parents Do?

1. Use results to encourage your child using a growth mindset. Is your child strong in literature, but low in informational text? You can help your child find information test that would interest them. You can read and discuss news articles together on the weekends (see newsela.com). Is your child strong in reading, but weaker in Math? You can guide your child to websites that offer extra Math practice or encourage them to be sure to ask questions in Math class or ask teachers for extra help.

What Can Parents Do? (cont.)

- 2. *Goal setting*** - Ask your child about his or her MAP goal for the year. What are some things your child can do to try to reach the goal? Ask your child to talk to his/her teacher to find 1 or 2 focus areas that he/she can work on.
- 3. *Encourage your child to read, read, and read.*** Research shows the more you read, the better reader you will become. Help your child find text that he or she likes to promote a life-long love of reading.

Questions?

- <https://www.nwea.org/parent-toolkit/>
- William Eyerly - weyerly@tvsnaples.org



Early Childhood Education and Lower School

Mrs. Janna Outlaw,
Head of ECE and LS



Middle School

Andrew Miranti

Head of MS



Upper School

Nikki Sweeney

Head of US and
Assistant Head of School



Athletics

John Egan

Athletic Director




Priority Continuous Re-enrollment for 2022-23

Opens tomorrow at 4:00 pm and closes on January 31



Tuition for 2022-23

The logo of The Village School of Naples is a circular seal. The outer ring contains the text "THE VILLAGE SCHOOL OF NAPLES". The inner circle features a shield with a graduation cap and a book. Below the shield is a banner with the text "EMPOWER, INSPIRE, CREATE". At the bottom of the seal, it says "EST. 2000".

ECE	\$13,720
Lower School	\$14,845
Middle School	\$15,685
Upper School	\$18,655

Tuition Assistance and Scholarships

2020-2021 The Village School awarded \$466,000 in Financial Aid

58 Students were Awarded Need-Based Financial Aid

The Village School also accepts the following State-Funded Scholarship Programs:

Step Up, McKay, Florida Empowerment Scholarship, Gardiner and Hope

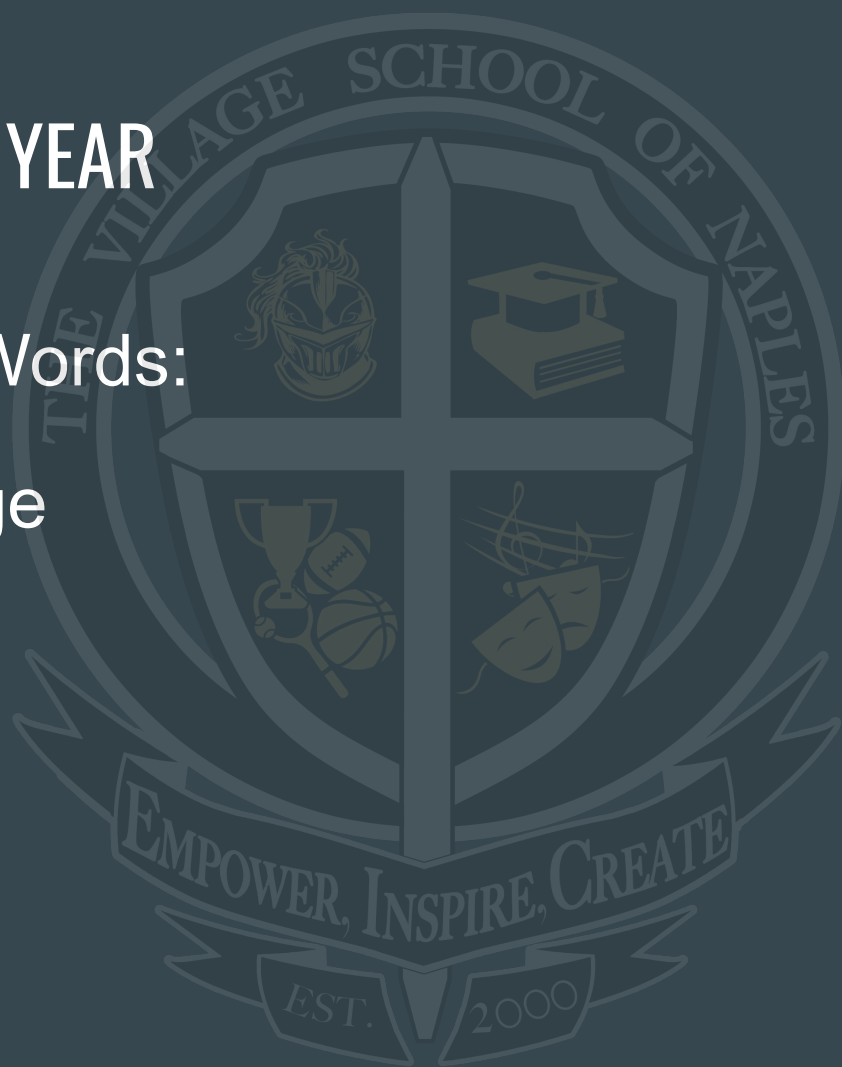
WORD FOR THE YEAR

My Previous Words:

2019 - Courage

2020 - Bold

2021 - Love

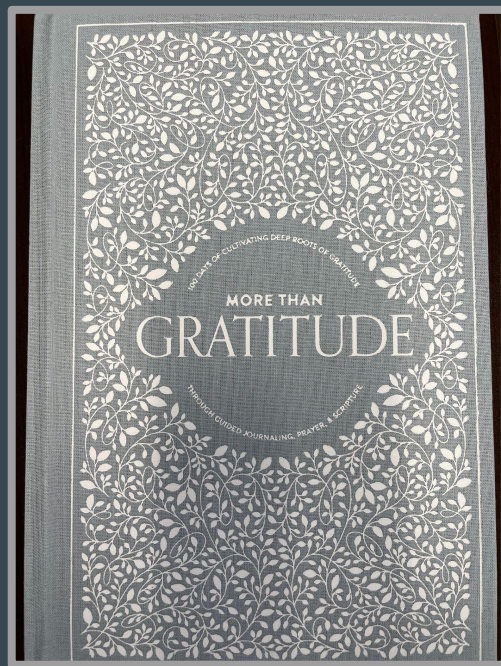
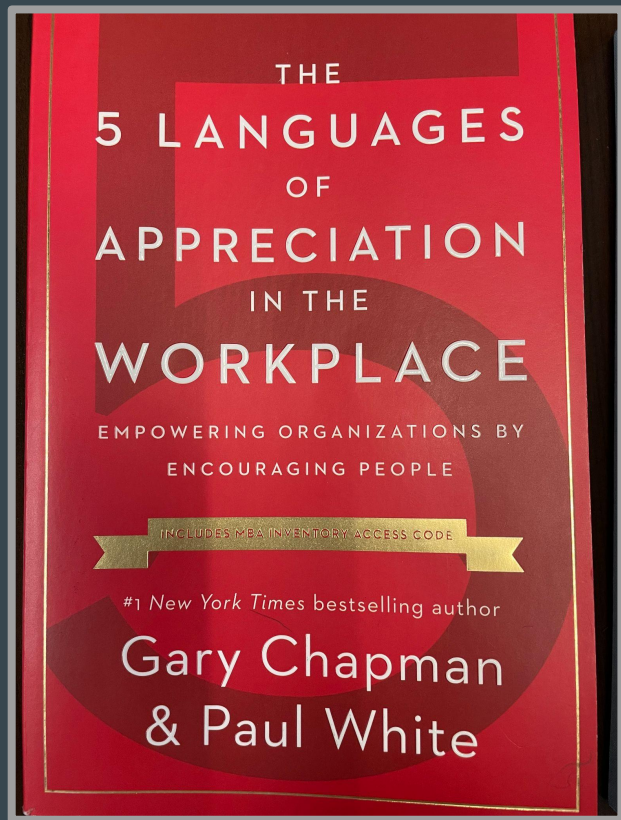


My Word for 2022 - GRATITUDE

Personal Milestones:

1. Turn 50 years old (February 6)
2. Celebrate 15 years of marriage (July 7)
3. Carly becomes a teenager (May 15)
4. Cooper turns 10 (July 11)
5. Will begin my 5th Year at TVS (July 1)

Gratitude Guides for 2022



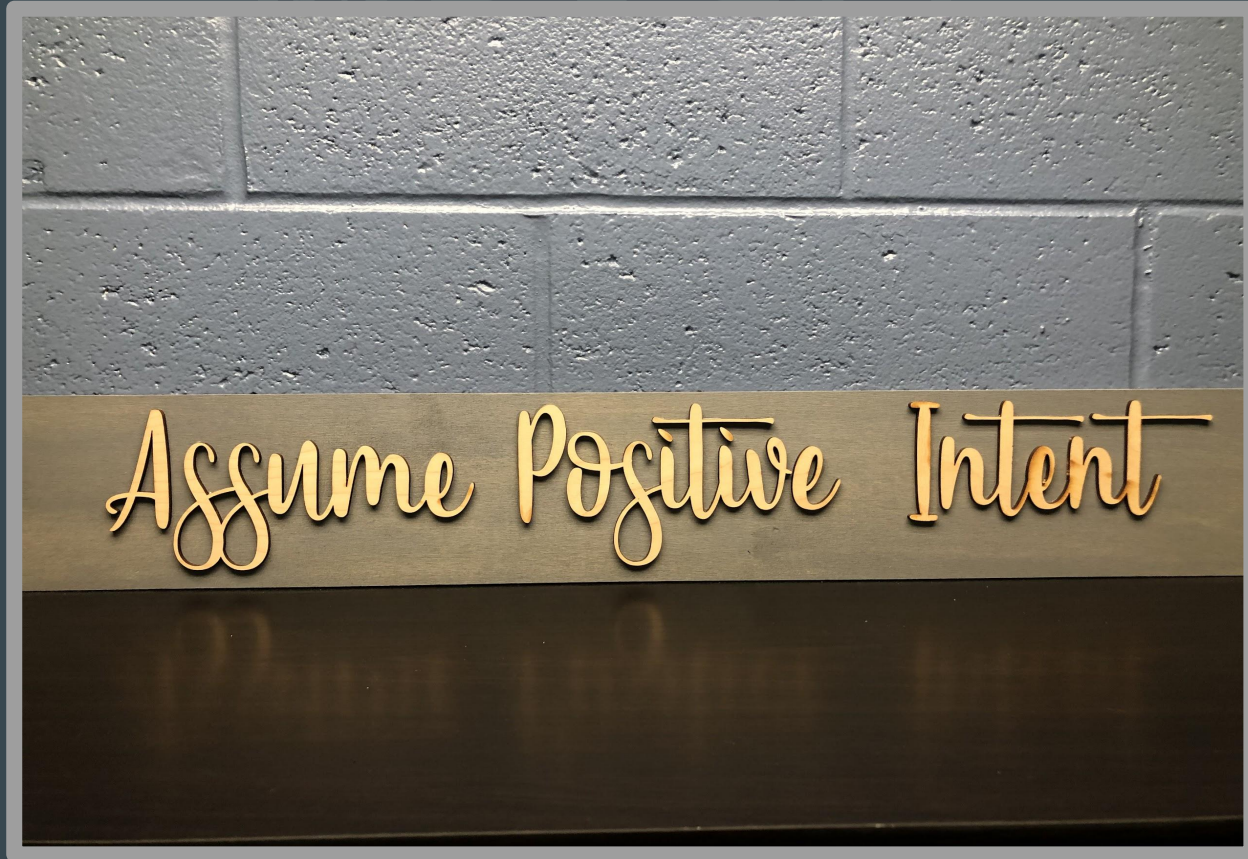
Faculty and Staff Word Cloud



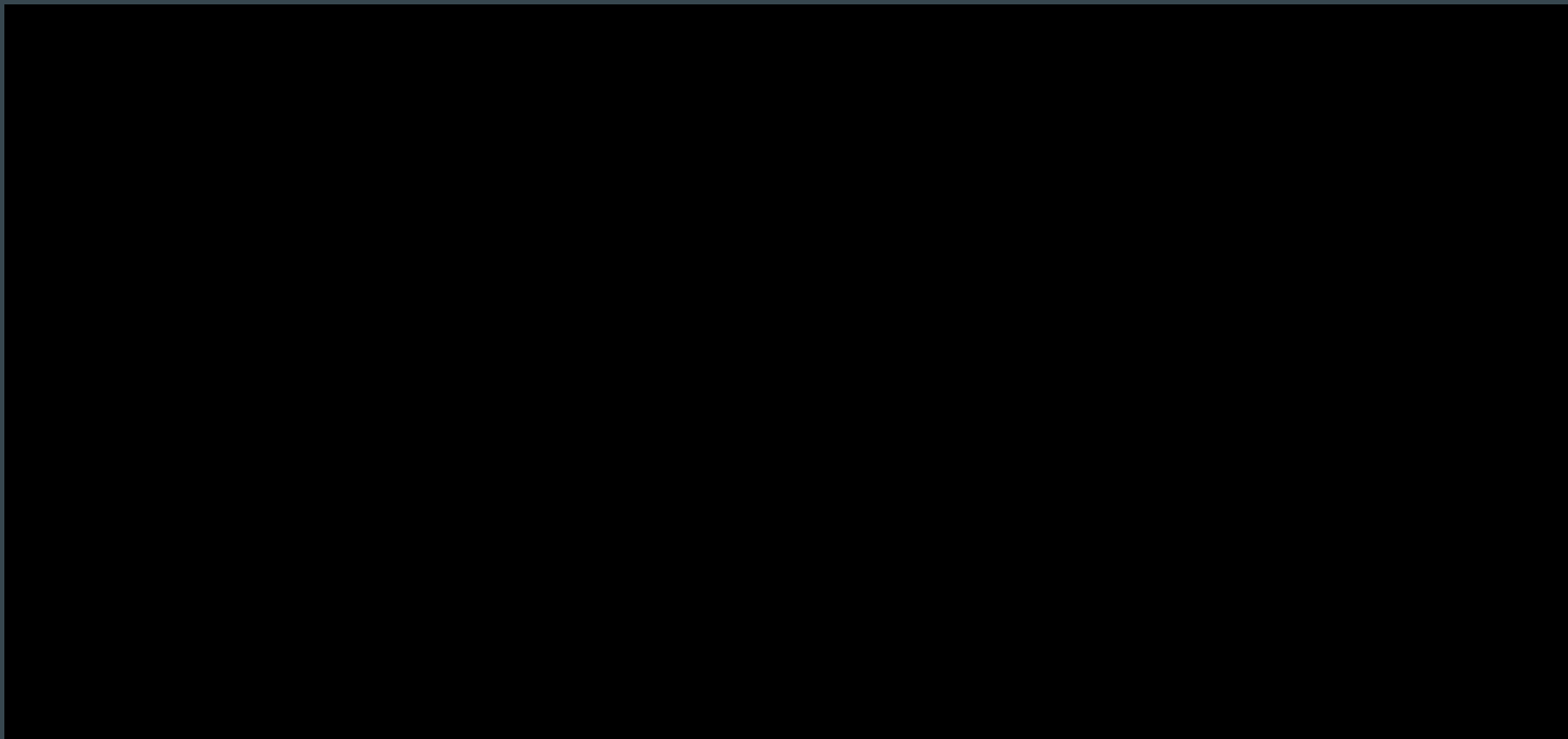
Your Role in the Village

1. Pray for the school community - Leadership, Faculty, Staff
2. The Four T's - Time, Talent, Treasure, Tentacles
3. Word of Mouth
4. Partnering With Us On the Journey
5. Communicate With Us - Two-Way

Assume Positive Intent



Knights For Life!



Stay Connected: Knightly News & School Website

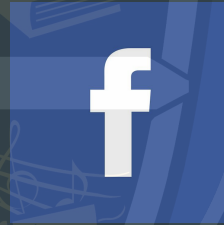


Follow us on....

Social Media Accounts



TVSkights



The Village School
@villageschoolnaples



The Village School of
Naples



@TVSkights



— THE —
VILLAGE
SCHOOL
OF NAPLES
—

THANK YOU FOR PUTTING
YOUR FAITH IN US!