

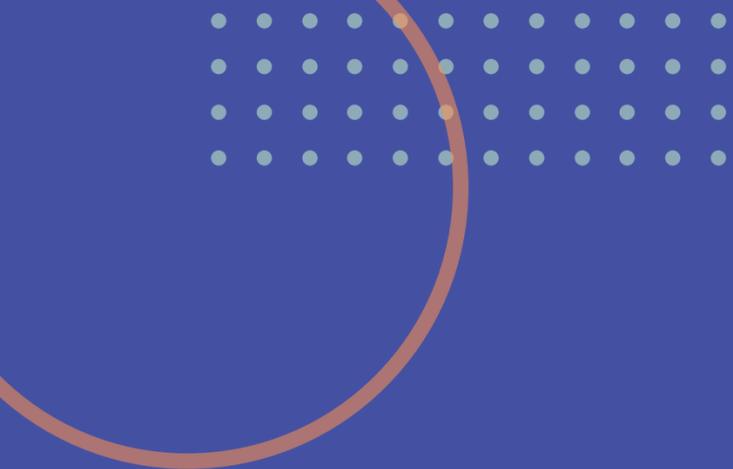


2023
2026

Seven Peaks School

Strategic Plan





Overview



In October of 2023, led by an outside independent school consultant, our Head of School, Board of Trustees, and accounting agency met at the SPS campus for annual board retreat and strategic planning work.

During a two-day period, we reviewed the state of school, the progress made towards existing strategic priorities, and how our school benchmarked against industry sustainability metrics.

We left the retreat enthusiastic for the years ahead. The following is an overview of our 3-year strategic plan.

Vision and Mission

Our mission and vision guide our strategic planning work and remain unchanged.

Mission:

To inspire a lifelong love of learning in our students. To enable our children to thrive in a complex world. To challenge them within a safe and nurturing community.

Our Vision

Seven Peaks students will emerge intellectually curious, confident in their education and individuality, compassionate towards others and inspired to do good in the world.



What we've accomplished...



Cash reserves have climbed to 90% of target, hitting our target remains a fundraising priority.



Maintained low 1:18 student:teacher ratios.



Student retention is stable at 85%, despite industry-wide COVID attrition.



Enrollment is strong with 94% of seats filled.



Faculty retention was 86% with strong candidates for every open position.



Our building is well utilized and in good condition.



Our improved cash reserves, strong enrollment, and robust donor support put us in a good position to address our existing debt on the building.

Where we want to be...



Cash reserves at 100% of target.



Increasing capacity to up to 22 students per grade (with a teaching aide), for grades 1-5, will improve social dynamics, broaden our community, and lower our student:teacher ratio to 1:11.



90% student-retention remains our goal.



Wait pools in each grade, and a 3:1 applicant-to-seat ratio, are advancement goals.



Faculty retention and recruitment remain a priority with more competitive compensation and benefits, and increased professional development, are two specific goals.



We need additional capacity to support the programs we have and want to build.



SPS will repay its existing building loan as part of a long-term Philanthropy Plan.

Strategic Priority #1

Optimize existing space and implement cost-effective facility upgrades.

Objective:

SPS has exceeded a comfortable capacity per the current layout and use of our facility. BBT Architects presented alternatives at the 2023 retreat that, while attractive, are not feasible at this time given other more pressing strategic priorities.

Tactics:

- Identify high-priority facility projects.
- Visit other schools to explore creative solutions for space utilization.
- Meet with BBT Architects and contractors to explore more cost-effective alternatives.
- Determine the amount and timing of facility investments.

Timeline: Scope of Work presented to the board in 2024.

Owned by: Head of School and Board Facilities Committee





Strategic Priority #2

Pursue and retain faculty and staff with a growth mindset, who are passionate about IB, and who want to pursue greater impact.

Objective:

Competitive pay and benefits are key to hiring and retaining the best educators. It is a long-term goal for SPS to provide the most competitive compensation in Bend. Creating an endowment is essential to delivering the package of compensation, benefits, and professional development our faculty deserves.

Tactics:

- Invest in a professional development program that supports teacher growth and a passion for IB teaching.
- Establish a more robust benefits program.
- Begin work on a long-term capital campaign to create an endowment that funds (in part) staff compensation.

Timeline: Cost analysis and recommended implementation timeline presented to the board in 2024.

Owned by: Head of School and HOS-appointed Staff Compensation Committee

Strategic Priority #3

Ensure long-term financial and programmatic stability.

Objective:

Long-term financial stability is essential for ensuring a strong program. Robust wait pools in every grade and a well-funded philanthropy plan are indicative of strong community support.

Tactics:

- Ensure the quality, continuity, and continuous improvement of the SPS educational experience.
- Communicate the value of the SPS experience.
- Develop a philanthropy plan and strategy to: 1) support faculty recruitment and retention, 2) fund facility improvements, 3) build on our existing scholarship program, and 4) pay off the existing debt on the building.
- Conduct an endowment feasibility study and embark on endowment work.

Timeline: Present endowment feasibility study, philanthropy plan, educational vision, and marketing strategy to the board in 2024.

Owned by: Head of School and HOS-appointed administrators (Marketing, Development, Advancement, Asst. HOS); Board Finance and Development Committee



Thank You

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