

2022-27 STRATEGIC PLAN

SAN ANTONIO ACADEMY OF TEXAS



Rooted in Tradition, Setting Course for a Vibrant Future



BOARD OF TRUSTEES

Roger Hill, *Chair*
Todd Brockwell, *Vice Chair*
Elizabeth Fry, *Secretary*
Karen Bryant, *Treasurer*

Taylor Dorris
Trey Embrey
Ben Espy
Cece Griffin
Jack Guenther
Mark M. Johnson, Jr.

A.J. Lewis '05
Alcide Longoria
Casandra Ortiz
Adam Rabinowitz
Joseph Shields '05
Michael Wood

Paul Quick, *Head of School*



INTRODUCTION

In planning, that old maxim applies, “If you don’t know where you are going, any path will lead you there.” San Antonio Academy began its planning process in December 2020 to concentrate its human and financial resources on programs and initiatives the SAA community agrees are most essential. Planning propels thought and action.

For more than 135 years, San Antonio Academy has provided a dynamic, engaging, and well-rounded education for boys that currently encompasses pre-kindergarten through 8th grade. Today, with a clear vision and associated financial plan, SAA can strengthen itself further, seeking new opportunities to expand the breadth and depth of its offerings that will better enable it to meet its mission. The planning process, therefore, is centered on supporting ongoing initiatives, refining current programs, and defining new ones.

Following the parent, alumni, and faculty/staff surveys last winter, the strategic planning process was the focus of much energy throughout the spring. Led by a Steering Committee, the views of the broader community were solicited through open forums, focus groups, and interviews. Seven task forces – made up of trustees, parents, faculty, staff, and alumni – took on the responsibility of distilling the information brought forward and supplemented their findings with research, comparative studies of other private boys’ schools, and further discussion with various stakeholders. Areas of inquiry included academic excellence (both in terms of program and personnel), buildings and grounds, community outreach and engagement, brother, belonging, and well-being, generative governance and sustainability, and signature programs. Members of the Steering Committee also reviewed the mission of San Antonio Academy and a proposed vision statement.

In late May, approximately 40 members of the SAA community representing faculty, staff, trustees, current parents, alumni, and parents of alumni came together to review the findings of the task forces and cast a vision for the future of our school. Through the process of the retreat, the findings of the task forces have been distilled into a series of objectives and initiatives within four key priority areas: **academic program, the student experience, constituent relations, and sustainability.**

Embedded in each of these areas are SAA’s abiding commitment to a mission that fosters academic excellence, holds true to our motto, and fosters a supportive environment in which boys are given a solid foundation that prepares them for the future – for their education in secondary school and college, and for life. Further, all aspects of the SAA experience are crafted and delivered to always keep in mind the vision that Dr. William Belcher Seeley (the founder of San Antonio Academy) had for his students and graduates – that they would be known by their scholarship, leadership, and integrity. These essential commitments are rooted, directly or indirectly, in every aspect of this plan.

MISSION

To offer an exceptional education intentionally crafted for boys Pre-Kindergarten through 8th grade.

VISION

Educating boys for life and preparing each young man to fulfill his noble purpose.

MOTTO

Be Honest. Be Kind. Be the best you can be.®



The four key priority areas outlined in the plan represent the objectives and initiatives held within the SAA community. For the five years of the plan, our school will focus on these areas:

- ① ACADEMICS
- ② THE STUDENT EXPERIENCE
- ③ CULTURE
- ④ STEWARDSHIP



ACADEMICS

Excellence in Teaching and Learning

OBJECTIVE

To be a leader in the education of boys, maintaining our commitment to academic excellence while continuing to enhance our programs and instructional practices with strengthened professional development, renewed curricula and the appropriate integration of technology.





GOALS

1. Leverage instructional resources and research-based developments in education thoughtfully and intentionally to drive excellence in teaching and learning, and provide opportunities for enhanced programming and cross-curricular integration.
2. Ensure vertical (pre-kindergarten – 8th grade) and horizontal (across the grade) consistency and excellence in classroom instruction and curricular development with appropriate resources and accountabilities.
3. Equip faculty with the training and tools to develop and integrate differentiated instructional strategies and curriculum design to support and enhance student success.
4. Create and implement a robust system of assessment and appraisal, and support of faculty and staff that fosters growth and development, encourages reflection, and furthers accountability.
5. Articulate the desired outcomes of an Academy education and provide opportunities for students to demonstrate mastery and success.

THE STUDENT EXPERIENCE

Producing young men distinguished by their character, leadership, and integrity.

OBJECTIVE

To uphold our long history of developing well-rounded boys by complementing our challenging academics with a comprehensive program that emphasizes character and leadership development, fosters an awareness and understanding of self and others, promotes personal wellness, and provides opportunities for students to discover, develop, and achieve excellence in a variety of pursuits.



GOALS

1. Enhance the “Bond of Brothers” that is integral to the SAA experience.
2. Strengthen character and leadership development by formalizing a cohesive and intentional program spanning pre-kindergarten through 8th grade.
3. Ensure that we provide exceptional athletic, creative, and co-curricular opportunities to enable students to explore interests and distinguish themselves in their areas of talent and skill.



CULTURE

A Strong and Healthy Community

OBJECTIVE

To unite members of the SAA community – students, faculty, staff, parents, alumni, and trustees – in a shared sense of belonging and thriving, and to strengthen a culture that promotes empathy and wellbeing.



GOALS

1. Strengthen The Academy's efforts to build and sustain a thriving culture of brotherhood, belonging, and well-being.
2. Refine our admissions process, ensuring it is intentional, inviting, intuitive, and mission appropriate in order to ensure robust and sustainable enrollment.
3. Recruit and retain exceptional, highly-qualified, mission-appropriate faculty and staff members.
4. Foster authentic, engaged, and connected partnerships with parents.
5. Create and foster enduring relationships with SAA alumni, building a strong network of graduates who are deeply connected to the school.



STEWARDSHIP

Securing Sustainability and Ensuring Excellence

OBJECTIVE

To create an environment and associated plan that advances institutional sustainability and engenders philanthropic support.



GOALS

1. Continue to ensure strong trustee recruitment, training and education, continuity, and succession planning in order to position SAA as an exemplary model of sustained and mature independent school governance in a world of continuous change.
2. Develop and maintain a comprehensive financial model that maximizes current and potential streams of revenue while effectively managing and mitigating expenses.
3. Further the long-range campus master plan, prioritizing projects and initiatives to enable and ensure maximum efficiency, physical safety and security, and support our educational vision and programs.
4. Establish and grow the means by which to maintain and sustain The Academy campus and programs in perpetuity.
5. Build a broad-based and loyal culture of philanthropy.





SAN ANTONIO ACADEMY OF TEXAS

117 E. French Place, San Antonio, TX 78212
(210) 733-7331 | www.sa-academy.org