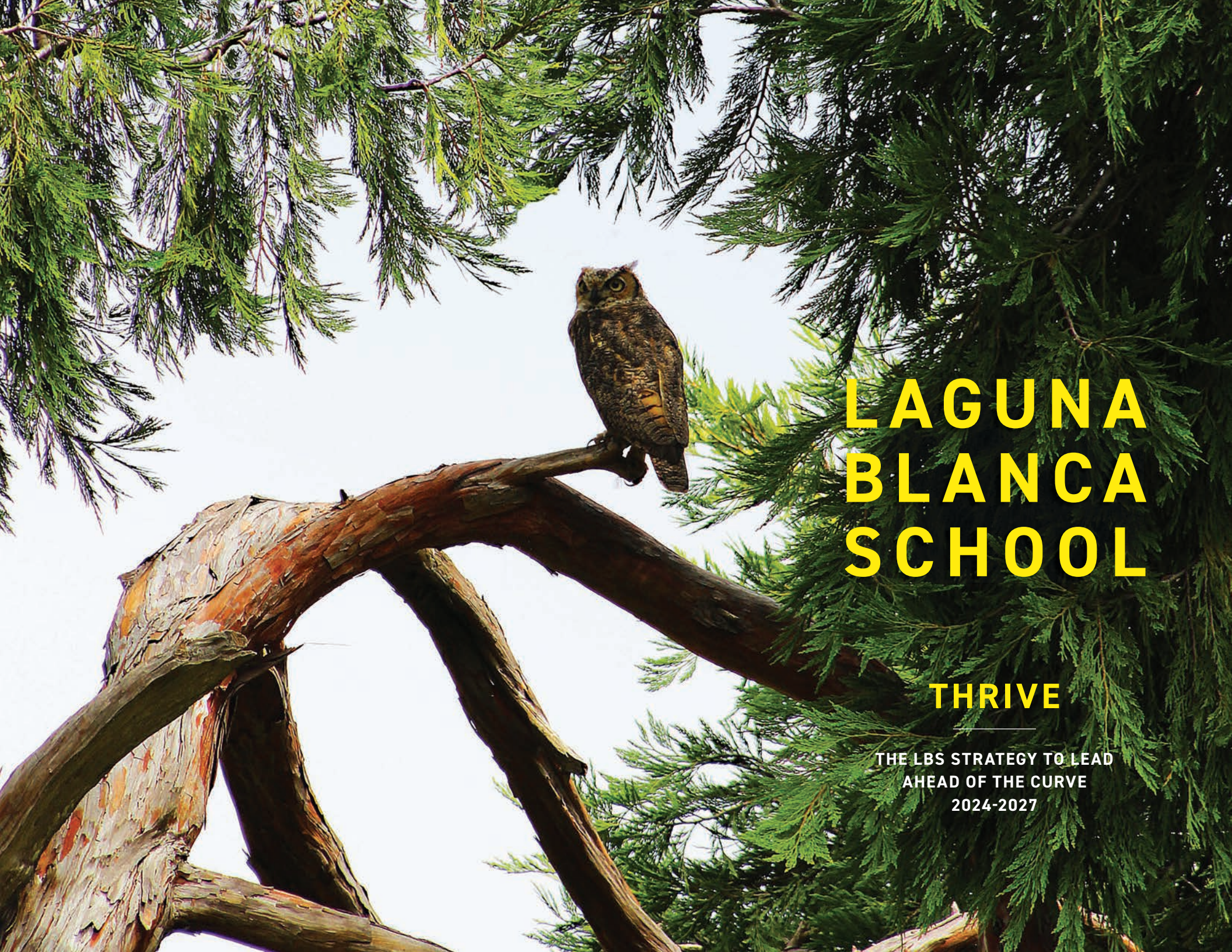




LAGUNA BLANCA SCHOOL

THRIVE

THE LBS STRATEGY TO LEAD
AHEAD OF THE CURVE
2024-2027

THINKING BEYOND

You can feel the sense of possibility here. Feel it in the joyful noise coming from the classrooms; the proud smiles at the end of each day; the mountains catching the sun. Feel it in the rhythm of the tides, the endless flow in and out of new ideas that have always defined California.

In a place like Laguna, the conditions are just right to gather together, to move forward, to become stronger. To thrive as students, employees, and as a community.

Thriving is about balance and strength, but it's also about pursuing opportunity. It's about deepening the authentic relationships that make us who we are and evolving to better serve and support every part of our community. It's the perfect time to shape our

future, because when we thrive together, we're not only ahead of the curve—we're actually bending it our way.

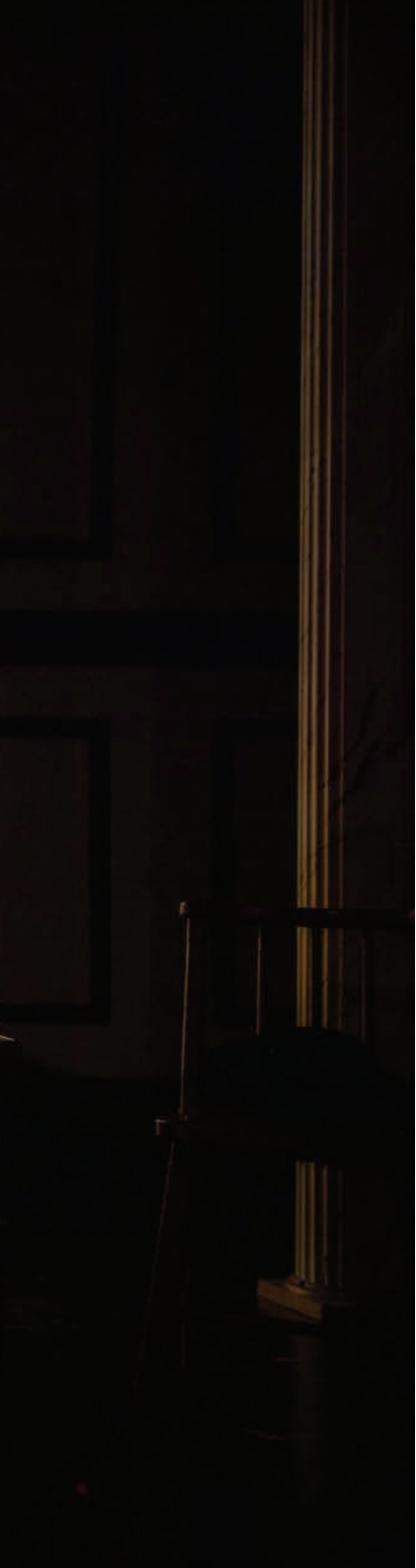
We created this plan with you. Months of inclusive work—listening, thinking, laughing, questioning, dreaming—resulted in this strategic plan to make our future happen now. It has been developed with input from key community members—trustees, alums, and employees to students and families. The goals and priorities have been specifically developed to build upon our stable foundation and the authentic relationships that define our school. It's a complete vision for the whole school to create a future that's as limitless as we know it to be.

We are poised to thrive, so let's get started.









OUR PROCESS

Our strategic plan is the result of an in-depth process that involved the whole Laguna Blanca School community. Beginning in fall 2022, we conducted community focus groups, surveys, and interviews, as well as a thorough analysis of internal qualitative and quantitative data and trends affecting education as a whole. Collaborative strategy sessions and an

innovation panel inspired us to develop goals and priorities that would work for our whole community and lead the way in educational excellence. The Strategic Planning Steering Committee, co-chaired by Head of School Ron Cino and Board Chair Billie Fitzpatrick, provided vital leadership and guidance throughout the process.



FOUR WAYS TO THRIVE

1

2

3

4

FOR OUR STUDENTS

Optimizing Growth
and Development

FOR OUR FACULTY & STAFF

Strengthening Support
and Opportunity

FOR OUR COMMUNITY

Deepening Relationships
and Engagement

FOR OUR SCHOOL

Ensuring a
Sustainable Future



FOR OUR STUDENTS

1 Optimizing Growth & Development

An outstanding education helps all students thrive—not just academically, but holistically. This is our moment to reflect and refine how we can best serve each Laguna Blanca student, balancing challenge and support, tradition and innovation to equip them for college and lifelong success in a rapidly evolving future.

GOALS AND ACTIONS

CREATE A PORTRAIT OF A LEARNER

- Fully update curriculum mapping for Lower School and all academic departments Grades 5-12.
- Support the committee to identify the essential skills, competencies, and knowledge students should acquire throughout their EK-12 experience.
- Finalize the Portrait of a Learner with clear benchmarks for the transitions between each division.

DEEPEN IMPLEMENTATION OF INCLUSIVE PEDAGOGY

- Provide professional development opportunities for faculty to enhance their understanding of how students learn.
- Review the curriculum to ensure that content represents a broad, balanced set of perspectives to prepare students for engaged local, national, and global citizenship.

INCREASE SUPPORT FOR STUDENTS' SOCIAL-EMOTIONAL HEALTH AND OVERALL WELL-BEING

- Sharpen focus on the Core Values as the center of school culture.
- Build a vision for how diversity, equity, inclusion, and access enhance and fulfill our existing Core Values.

- Expand student wellness initiatives.
- Research and deepen programmatic response to the impacts of rapidly advancing technology like social media and artificial intelligence.
- Improve advisory programming and individual academic advising to support students' growth and progression through our program.
- Expand transition programs and mentoring, to guide students and families through academic and social milestones.

BROADEN EXPERIENTIAL LEARNING OPPORTUNITIES

- Enhance existing signature and co-curricular programs and identify areas for program improvement and efficiency, deepening the impact of experiential learning.
- Consider new signature programs that allow students to explore their academic interests and deepen their knowledge.
- Inspire donors to support the growth of and access to signature programs.

DEVELOP A FRAMEWORK FOR MEASURING LEARNING OUTCOMES

- Use Portrait of a Learner to inform how we evaluate our students on learning outcomes in ways that support and serve their development.
- Determine measurement methodology and instruments; begin tracking data.





FOR OUR FACULTY & STAFF

2 Strengthening Support & Opportunity

A strong school depends on motivated and engaged teachers and staff. Every day, they strive to bring out the absolute best in our students and themselves—from guiding students as they explore their academic interests to supporting them as they search for a college that's a perfect fit. So that they can thrive, we're focusing on opportunities for growth, including professional development and compensation.

GOALS AND ACTIONS

ATTRACT AND RETAIN OUTSTANDING EMPLOYEES

- Develop a comprehensive recruitment strategy emphasizing the school's mission and values.
- Ensure competitive compensation packages that attract the best candidates and align with regional cost of living standards.
- Engage with existing and emerging housing assistance programs and initiatives in Santa Barbara to support current and prospective employees.

SUPPORT A CULTURE OF GROWTH AND EXPERIMENTATION

- Develop and refine a feedback system that includes regular evaluations for all employees.
- Support professional development opportunities aligned with student and school needs.
- Maintain a culture of autonomy and academic creativity that fosters innovation and recognizes contributions.
- Improve systems for collaboration, experimentation, and innovation in teaching methods and program development.
- Recognize and celebrate innovative teaching practices.





FOR OUR COMMUNITY

3 Deepening Relationships & Engagement

Meaningful relationships make Laguna Blanca who we are. As we move forward, we want to strengthen connections with our families and alums while expanding our relationships with the greater Santa Barbara community so that more people in more places can thrive together.

GOALS AND ACTIONS

STRENGTHEN RELATIONSHIPS WITH LBS FAMILIES

- Enrich and deepen relationships with families to foster more meaningful engagement with life at Laguna Blanca.
- Enhance our programs by increasing opportunities for feedback.

REVITALIZE ALUM NETWORK

- Strengthen bonds with alums and parents of alums through outreach and opportunities to engage with current LBS students and the community.

EXPAND THE SCHOOL'S VISIBILITY AND RESOURCES THROUGH EXTERNAL PARTNERSHIPS

- Establish partnerships with local organizations to add learning and fundraising opportunities.
- Collaborate with local institutions for joint initiatives and programs.



FOR OUR SCHOOL

4 Ensuring a Sustainable Future

With full enrollment and following a successful capital campaign, we're already in a position of strength—and this is our opportunity to become even stronger. By continuing our focus on long-term financial stability and stewardship, we'll have what we need to thrive for the next 90 years and beyond.

GOALS AND ACTIONS

DETERMINE OPTIMAL SCHOOL SIZE

- Continue to conduct market research to assess the ideal school size for each division and campus.
- Explore growth or consolidation options based on market realities and value-added initiatives.

IMPLEMENT AN ADVANCEMENT MODEL

- Hire Chief Advancement Officer.
- Conduct development program assessment.
- Specify the percentage of operating revenue and capital giving dedicated to strategic plan initiatives.
- Assess the feasibility and scope of the next capital campaign, aligning it with the Comprehensive Plans for both campuses.

GROW THE ENDOWMENT

- Engage major donors through personalized campaigns, presentations, and campus visits.
- Promote legacy giving and planned gifts among alumni, parents, and supporters.
- Seek philanthropic partnerships with foundations, corporations, and institutions.
- Allocate endowment earnings strategically to support student needs and growth.

INVEST IN TECHNOLOGY INFRASTRUCTURE TO SUPPORT LEARNING, SAFETY, AND CAMPUS OPERATIONS

- Advance digital security footprint on each campus.

CONCLUSION AND NEXT STEPS

We know first-hand how the Laguna Blanca School community unites to accomplish the incredible. We see it every day across our campuses, in the eyes of our students, in the hearts of our faculty and staff.

Our school runs on this passion. We're confident and energized by the vision of the future that this plan represents. And we're especially excited for what comes next—putting the plan into action.

Over the weeks and months ahead, we'll share the impact of our work. We'll also ask for your help and support in making Laguna Blanca even better. We thrive best when we thrive together.

Finally, it wouldn't be Laguna Blanca if we didn't take a moment to share our gratitude with you—so thank you for reading.

Now, let's thrive on.

WITH SPECIAL THANKS TO

Strategic Planning Steering Committee in partnership with Cambridge Hill Partners

MELISSA ALKIRE, Former Head of Upper School, P '32, '34

ANNA ALLDREDGE, Head of Upper School, P '27, '29

DUNCAN BRIGGS, Latin Instructor

ELLEN MCDERMOTT CHARNEY, Trustee, P '24

RON CINO, Head of School (SPSC Co-Chair), P '24

BILLIE FITZPATRICK, Former Board of Trustees Chair (SPSC Co-Chair), P '20, '22

BROOKE GREEN '97, Head of Lower School

DAVID JACKSON, Trustee, P '32, '35

SHANE LOPES, Head of Middle School, P '31, '33, '37

STACI RICHARD, Science & STEM Department Chair & Science Research Program Coordinator, P '20, '24

JANE WEAVER, Trustee, P '23, '24, '28





MISSION & VALUES

Laguna Blanca School develops the intellectual, social, physical, artistic, and ethical lives of our students by providing a comprehensive and personalized early kindergarten through twelfth grade educational experience that prepares them for college and lifelong success.

CORE VALUES

SCHOLARSHIP

We believe that academic excellence is best achieved in an atmosphere of high expectation, inspirational instruction, individualized attention, and student-teacher relationships based on mutual trust and respect.

CHARACTER

We believe in the cultivation of integrity, personal responsibility, consideration for others, and skills for compassionate leadership.

BALANCE

We believe students should develop dimensions of themselves beyond academics. Laguna Blanca is committed to providing all students with meaningful experiences in the arts, athletics, and a wide array of co-curricular opportunities.

COMMUNITY

We believe the success of Laguna Blanca relies on a mutually supportive partnership between faculty, students, parents, and staff who actively promote healthful living, honorable citizenship, and human kindness.



LAGUNA BLANCA SCHOOL

4125 Paloma Drive
Santa Barbara, CA 93110

Nonprofit Org.
U.S. Postage Paid
Santa Barbara, CA
Permit No. 177

