

# ROOTED AND RISING

A VALUES-DRIVEN VISION  
FOR THE FUTURE OF  
SAN DOMENICO

**STRATEGIC PLAN**  
LAUNCHED 2025



# OUR CONTINUED PURSUIT OF *VERITAS*



The world today is evolving at an unprecedented pace, shaped by profound shifts in society, technology, and the environment. This new era, defined by accelerating complexity, is also full of possibility. To thrive today, students need more than knowledge; they need initiative, resilience, creativity, and adaptability.

This Strategic Plan sets a bold course for San Domenico School. Shaped by hundreds of voices across our community, it reflects a shared vision: to empower students for lives of leadership, service, and principled action. Our students must be prepared not only to meet the future, but to shape it—equipped with entrepreneurial thinking and grounded in character, collaboration, and courage for unforeseeable challenges.

As San Domenico celebrates its 175th year with the theme “Rooted for the Future,” this plan affirms our identity as a school grounded in enduring values that support purposeful growth and steady navigation through change. From our Dominican tradition, we inherit the values of Study, Reflection, Community, and Service. These principles remain as relevant today as ever—timeless tools for navigating change and helping students think critically, act ethically, pursue truth, and engage the world with conviction and care.

At the heart of this plan is a deep belief in the power of human connection. To thrive in a changing world, students require both the technical skills and mindsets to navigate complexity, and the relationships that spark purpose, belonging, and growth. In an age when artificial intelligence can generate answers and complete tasks, schools remain essential when they recognize that students need more than information. They flourish through relationships that inspire and stretch them, mentors who guide them, and habits of study that cultivate character, discernment, and purpose. These connections form the foundation of learning, strengthening curiosity and confidence, and preparing young people to lead and serve with conviction.

This plan deepens academic rigor, invests in student leadership, expands interdisciplinary learning, and champions whole-student growth. It affirms our commitment to innovation, the arts, athletics, environmental responsibility, and service—all within an integrated K–12 experience where learning is shaped by global awareness and supported by an inspiring campus environment. At the same time, the plan prioritizes the financial strength to provide a transformative education for generations to come. Organized around five defining pillars, each with specific priorities, the plan offers a forward-looking roadmap for San Domenico’s continued growth.

We know who we are. We know what the future requires. And we are ready to meet it together.



# OUR MISSION

To provide exceptional education rooted in inquiry, reflection, and purpose.



## OUR VALUES

For nearly two centuries, our timeless values have remained embedded in every aspect of the SD student journey—empowering generations with a framework for navigating challenges and a deeper awareness of the world beyond themselves.

### **STUDY**

Pursuing deep understanding through curiosity, thoughtful inquiry, and engagement with diverse perspectives.

### **REFLECTION**

Taking time to think—learning from experience and discerning what is true, valuable, and worth pursuing.

### **COMMUNITY**

Fostering an inclusive, supportive environment where everyone feels respected, valued, and a joyful sense of belonging.

### **SERVICE**

Acting with purpose to uplift others, advance justice, and improve the world beyond ourselves.

# 1

## LIVING OUR VALUES

Embed San Domenico's core values in every aspect of each student's experience, providing a framework to navigate challenges and a deeper awareness of the world beyond themselves.

### PRIORITIES:

**INFUSE THE CORE VALUES** of study, community, reflection, and service across academics, arts, athletics, and student life.

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**CULTIVATE CURIOSITY, ADAPTABILITY, AND LEADERSHIP**

by encouraging students to pursue new ideas, experiences, and areas of interest.

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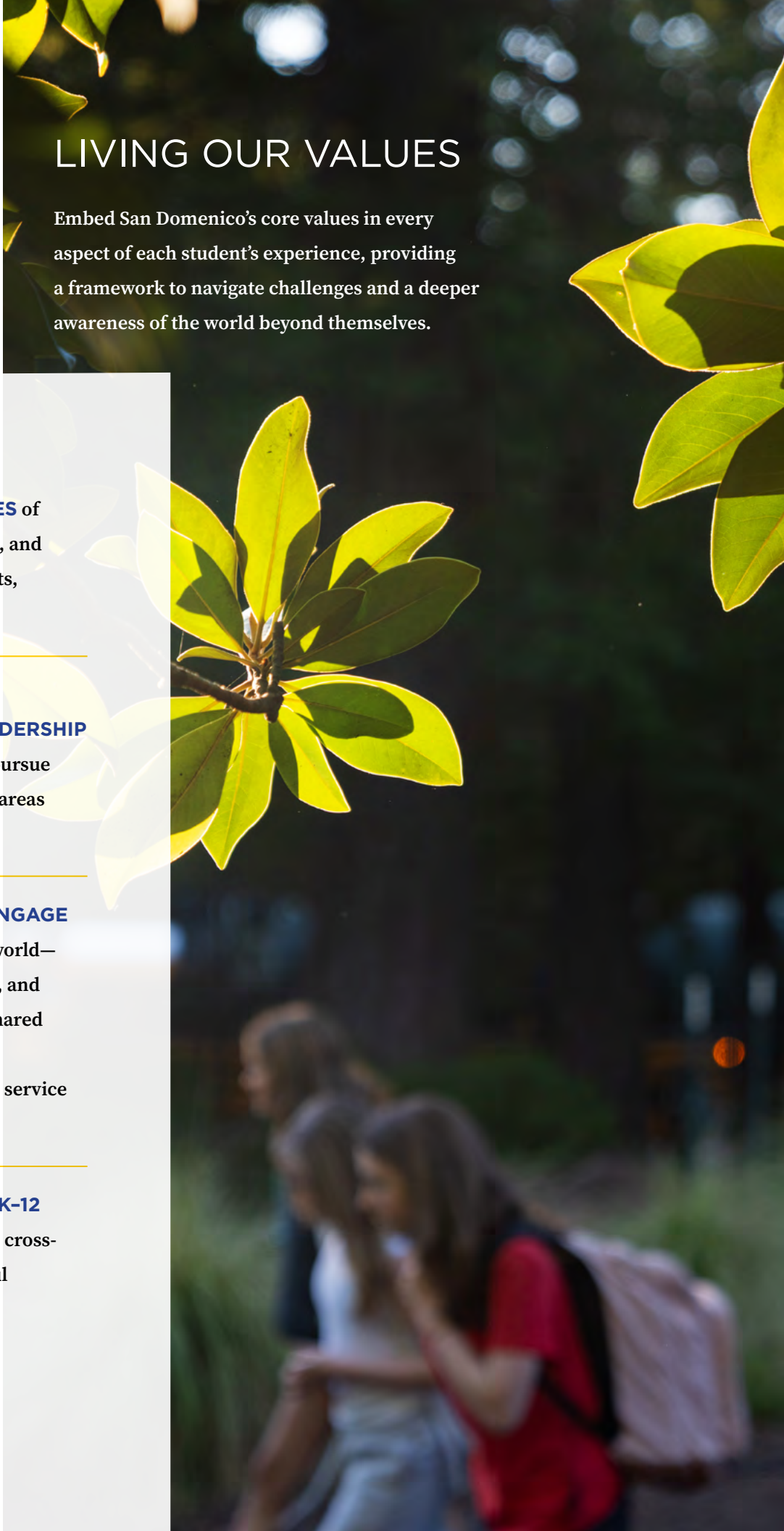
**INSPIRE STUDENTS TO ENGAGE**

**MEANINGFULLY** with the world—guided by empathy, humility, and a desire to understand our shared human experience—through community involvement and service learning.

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**FOSTER A PURPOSEFUL K-12**

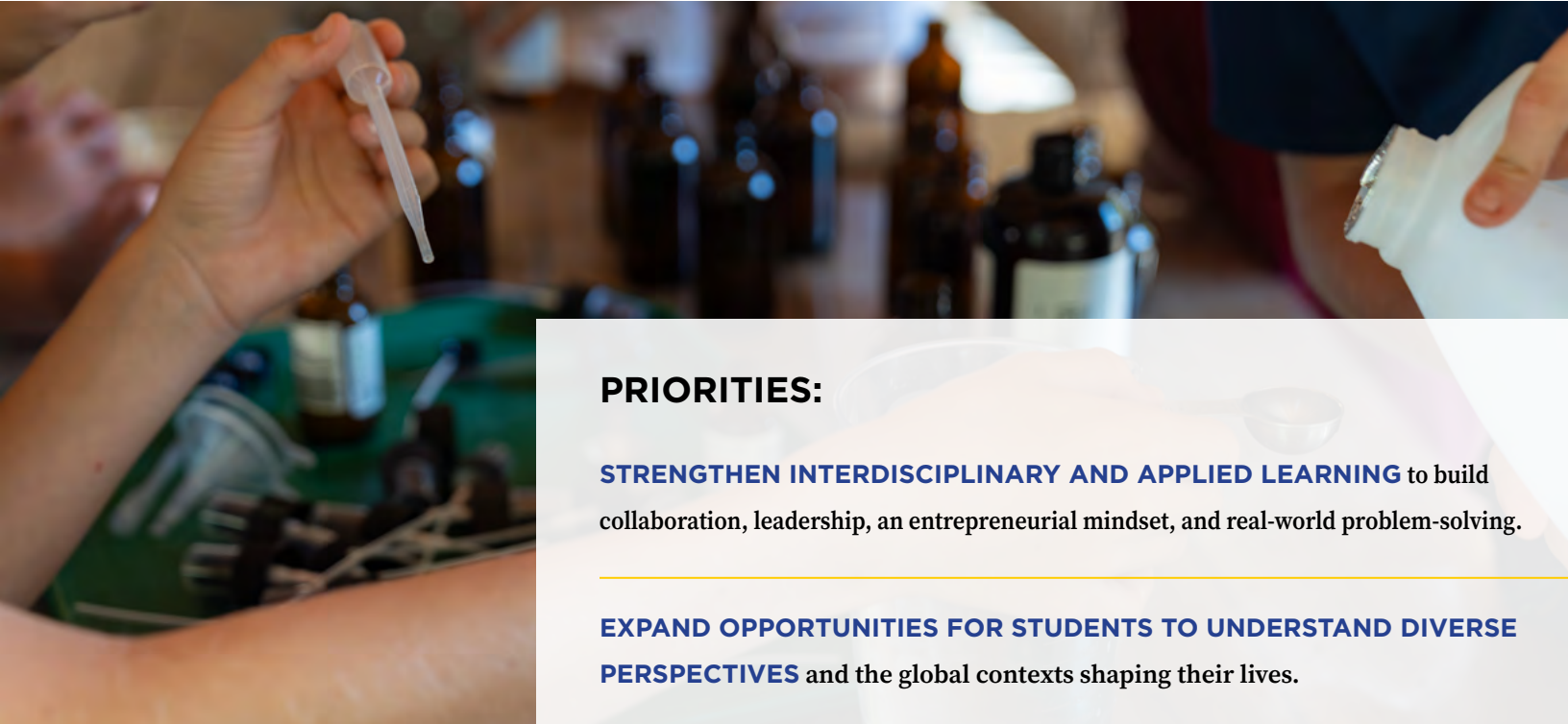
**EXPERIENCE** by expanding cross-grade opportunities for joyful connection and mentorship.



# 2

## DEEPENING LEARNING OPPORTUNITIES

Enhance and diversify opportunities for students to explore, create, and connect across disciplines and communities, inspiring a lifelong capacity for growth.



### **PRIORITIES:**

**STRENGTHEN INTERDISCIPLINARY AND APPLIED LEARNING** to build collaboration, leadership, an entrepreneurial mindset, and real-world problem-solving.

**EXPAND OPPORTUNITIES FOR STUDENTS TO UNDERSTAND DIVERSE PERSPECTIVES** and the global contexts shaping their lives.

**FURTHER ELEVATE THE ARTS** as a cornerstone of school culture and a vital part of learning, fostering creativity, focus, empathy, collaboration, and confident expression.

**INTEGRATE AI AND EMERGING TECHNOLOGIES** through continual learning and adaptability, ensuring deep, ethical learning and future readiness.

**INSPIRE STUDENTS TO COMPETE WITH CONFIDENCE**, lead with integrity, and grow through challenge by anchoring athletics in teamwork, wellness, and resilience.

**ADVANCE ENVIRONMENTAL RESPONSIBILITY AND STEWARDSHIP** through curriculum, campus practices, use of outdoor space, and community engagement.

# 3

## FOSTERING STUDENT WELL-BEING AND SUCCESS

Align and strengthen all facets of the school to ensure every student is known, cared for, inspired, and challenged.



### PRIORITIES:

**ALIGN STAFFING, SCHEDULING, AND RESOURCES** to maximize time and attention for student-centered learning and connection.

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**EXPAND SUPPORT SYSTEMS** and wellness practices to encourage students' academic, social, and emotional growth.

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**NURTURE BELONGING AND COMMUNITY** across day, boarding, and international students through inclusive practices and shared experiences.

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**CULTIVATE CULTURAL COMPETENCE** as a vital skill for living, working, and communicating effectively across differences.

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**ADVANCE RELATIONSHIP-CENTERED ADVISING** and college counseling programs that support successful personal outcomes.

# 4

## INVESTING IN EDUCATORS

Strengthen the systems and culture that promote the growth, well-being, and excellence of faculty and staff, empowering them to fuel each student's success.

### PRIORITIES:

Support **LONG-TERM EMPLOYEE SUSTAINABILITY** through balanced workloads and attention to well-being.

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Advance **COMPETITIVE COMPENSATION AND MEANINGFUL CAREER-GROWTH** opportunities.

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Prioritize time and resources for **PROFESSIONAL DEVELOPMENT** to support our culture of continuous learning and growth.

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Promote interdisciplinary and interdepartmental **COLLABORATION** to spark innovation and shared purpose among faculty and staff.

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Research and implement novel **RECRUITMENT AND RETENTION** strategies to attract and retain top educators.

# 5

## STRENGTHENING OUR FINANCIAL FUTURE

Steward San Domenico's financial foundation to sustain mission-driven traditions, promote innovation, and invest in people for generations to come.

### PRIORITIES:

**DIVERSIFY REVENUE STREAMS** by thoughtfully leveraging campus resources, developing institutional partnerships, and launching new programs.

**GROW THE ENDOWMENT** to enhance financial stability, expand access, and support educational innovation.

**ENSURE LONG-TERM VALUE** by balancing affordability and program growth.

**ALIGN RESOURCE DECISIONS WITH OUR VALUES**, focusing on relationships, community engagement, wellbeing, and educational excellence.

**ENHANCE INSTITUTIONAL RESILIENCE** through ongoing risk assessment and mitigation, ensuring the school is prepared to navigate complexity and change.

**AMPLIFY AWARENESS OF SAN DOMENICO** through compelling and meaningful outreach, welcoming more mission-aligned families into our school community.





# TOGETHER, WE BUILD THE FUTURE

**The development of this Strategic Plan was a true community effort, guided by the belief that the best ideas emerge when many voices are heard.**

From January through June 2025, San Domenico engaged in a deeply collaborative process—one that drew insight, energy, and vision from across our community. We began with a faculty and staff kickoff session, followed by a series of thoughtful engagements: a Board-Leadership retreat, multiple community-wide surveys, a SOAR (Strengths, Opportunities, Aspirations, Results) analysis with broad stakeholder input, and targeted focus groups with students, faculty and staff, and parents/guardians. Along the way, faculty and staff participated in a dedicated feedback session on draft goals, and trustees, administrators, and faculty contributed to a Strategic Pillars survey.

In total, hundreds of community members weighed in—through nine Strategic Planning Task Force meetings (complete with homework!) and five small-group writing sessions that helped translate broad vision into clear direction.

We are deeply grateful to the Board of Trustees, the Strategic Planning Task Force, and every student, parent, guardian, alum, and faculty and staff member who shared their insights, hopes, and perspectives. This plan is the result of your collective wisdom, and it reflects who we are: a school rooted in shared values, animated by purpose, and united in preparing students to lead and serve with courage, creativity, and heart.

As we look to the future, this Strategic Plan serves as both a compass and a call to action—uniting us around a shared purpose and a bold vision for what's possible. With the strength of our community, the clarity of our values, and the momentum of 175 years behind us, San Domenico is poised to meet the challenges ahead with confidence, creativity, and conviction. Together, we move forward—rooted in veritas, and ready for all that's to come.

## **STRATEGIC PLANNING TASK FORCE**

**Dodie Baker, Third Grade Teacher**

**Julianne Bretan, Sixth Grade English Teacher**

**Matt Bristley, Upper School History Teacher**

**Deanna Bruton, Assistant Director of Advancement**

**Jason Clarke, Director of Information Technology**

**Caitlin Clark, Upper School Academic Dean**

**Cliff Mishalko, P '24, Trustee**

**Kimberly Pinkson, Director of Strategic Initiatives**

**Liz Revenko '87, Board Chair**

**Paul Sanders, P '34, Head of School**

**Ed Schaffer, P '26, Trustee**

**Nick Vidinsky, P '29, '32, Director of Marketing and Communications**





1850  
MONTEREY  
1854  
BENICIA  
1889  
SAN RAFAEL  
1965  
SAN DOMENICO

**SAN DOMENICO SCHOOL**  
1500 Butterfield Road  
San Anselmo, CA 94960