

ST. ANDREW'S SCHOOL
STRATEGIC PLAN
2020-2025





Each year, our senior class takes a camping trip to the mountains of North Carolina. One year, students were led on a steady climb uphill of about 15 miles over 3 days. On the last morning, the guides awoke our students and chaperones before dawn to take a morning hike, understandably met with some ambivalence and confusion. Over the course of an hour, the sun rose and the students found themselves on a summit, able to see the mountain range they had traversed in full, a vantage point of both beauty and accomplishment.

There are some common components to any journey. They can be arranged in different ways but are all necessary to successfully arrive at a destination. You must decide where you want to go, when you want to arrive, your preferred means of travel, and what supplies you will need- both to begin and along the way. The basic components of any journey do not substantially vary. What makes a journey inspiring is the chosen destination, and the caliber of the challenges to reach it.

St. Andrew's Strategic Plan, Leading Forward, is a journey that began by recognizing our community's potential for growth and unique strengths that present untapped opportunities. We evaluated what supplies we have as a community, and articulated three core, distinguishing attributes of our school:

- *A commitment to and recognition of the importance of community for student well-being, academic achievement, and holistic development*
- *A dedication to aligning pedagogy and classroom practice with how students learn best on a model of continuous improvement*
- *A forward-leaning disposition and an adaptive, creative culture*

Scanning the landscape of education, we gravitated towards those places where we can re-energize, re-organize, and leverage technological and social advances to create a community of learners that pushes past the boundaries of the traditional conventions of school. St. Andrew's has always been willing to push on boundaries and question limitations of the past, and this line of sight helped inform the Strategic Plan in deciding on our destination.

The last portion of this process was discovering and planning how we can use the strengths we have now, while at the same time build capacity to acquire the ones we will need on our journey. These steps are incorporated in our Strategic Plan, representing an ambitious but achievable timeline and map to arrive at our destination.

Within our strategic plan, *Leading Forward*, we have mapped out a journey to an ambitious summit. Our strengths as a community will serve us well on this journey, and we will develop new ones along the way. While parts of the journey will be relatively easy, others will stretch and challenge us. With commitment and investment, we will reach the summit, a place of unrivaled leadership as an independent school, and this vantage point will afford us boundless lines of sight for future growth and success, to the benefit of the students and community we serve.

Kelley Waldron

KELLEY WALDRON
Head of School

BACKGROUND & CONTEXT

During the 2019-20 academic year, St. Andrew's School launched a comprehensive strategic planning process. The strategic plan was developed to provide a long-range view of future school priorities created through a highly inclusive and participatory process.

A steering committee was formed and focused on research, environmental scans, SWOT analysis, committee exercises, and trends in the independent school and the education sector.

In order to build a base of sound information and to guide the planning process, the school enlisted the assistance of a research and planning firm, Ian Symmonds & Associates. The strategic planning steering committee worked collaboratively through a series of exercises designed to establish priorities based upon the findings of the research.

This process culminated in the spring of 2020, with the steering committee developing a small set of priorities for future focus. As strategic priorities were developed, the steering committee expanded upon them to outline specific initiatives, action plans, and a series of sequenced priorities.





NO BOUNDARIES

BUILD AN UNRIVALED LEARNING
EXPERIENCE FOR OUR REGION.

EMERGE

as the innovative learning leader in our region through
our unique brand of relevant, forward-thinking, experiential
education that develops socially and globally conscious
thinkers through student-centered, inquiry-based philosophy.

DEMONSTRATE

the school's leadership in the region through flagship
programs emphasizing entrepreneurship, civic leadership,
coastal ecology, and creative industry.

ALIGN

school academic programs, marketing
and communication, and strategic enrollment
management to reflect the school's repositioned
programmatic developments.

DEEPLY CONNECTED

NURTURE MEANINGFUL STRATEGIC PARTNERSHIPS
IN SAVANNAH AND BEYOND.

DEVELOP & IMPLEMENT

a strategic community engagement plan to achieve
meaningful relationships and position St. Andrew's
as a vital community asset.

ESTABLISH

a robust philanthropic identity and integrate it within
our school community to strengthen the culture and
direction of St. Andrew's School.

EXPAND

our learning environment by connecting and developing
ongoing relationships with community leaders in relevant industry
sectors to advance our academic instruction, professional
development, and collaborative learning experiences.

ENHANCE

our campus culture around critical components of diversity,
equity, inclusivity, belonging, and emotional and physical
wellness, to create a more kind, respectful, and supportive
community for all stakeholders.





LEADING FORWARD

SUSTAIN AND EMBOLDEN OUR SCHOOL COMMUNITY.

EVOLVE

our governance structure and processes to facilitate implementation of our strategic objectives.

ENSURE

our internal and human resources infrastructure for strategic success and sustained fiscal health.

EXPAND

our school footprint, increasing the accessibility, scalability, and delivery of our programs, creating new access points and reaching new audiences.

OPTIMIZE

our campus and physical resources to support long-term income diversification.

ENHANCE

faculty recruitment, retention, professional development, and competitive compensation in order to build a best in class faculty.

