

Menaul School's Strategic Initiatives is a living document. In the fall of 2009 it was written by the Menaul School Board of Trustees in collaboration with administration and faculty; each year it gets re-examined and revised. This spring each committee took a hard look at their goals and updated them without changing the Strategic Initiatives in a substantial way. This annual review will lead to an in-depth rewrite beginning in the fall of 2012.

Strategic Initiatives, 3 Year Plan

Approved January 2010

Revised May 2011



INSTITUTIONAL ADVANCEMENT

| <u>Initiative</u> | <u>Measure/Timeline</u> | <u>Who is Responsible</u> |
|--|---|--|
| <ul style="list-style-type: none"> Increase Annual Fund giving from \$750,000 to \$1 million. | <ul style="list-style-type: none"> Up 10% each year. | <ul style="list-style-type: none"> Advancement Office and Advancement Committee |
| <ul style="list-style-type: none"> Increase Annual Fund Alumni participation rate from 6% to 20% AND parent participation rate from 20% to 50%. | <ul style="list-style-type: none"> Up 5% each year. | <ul style="list-style-type: none"> Advancement Office and Advancement Committee |
| <ul style="list-style-type: none"> Increase Annual Fund Alumni participation rate from 6% to 20% AND parent participation rate from 20% to 50%. | <ul style="list-style-type: none"> Projecting 2010 | <ul style="list-style-type: none"> Head of School |
| <ul style="list-style-type: none"> Increase endowment funds by 5% annually. | <ul style="list-style-type: none"> On-going | <ul style="list-style-type: none"> Advancement Office and Advancement Committee |
| <ul style="list-style-type: none"> Church Relations: Menaul School becomes an increased mission priority for local and national churches for mission trips and mission dollars. | <ul style="list-style-type: none"> On-going | <ul style="list-style-type: none"> Advancement Office and Chaplain |

Special points of interest:

- Institutional Advancement*
- Property*
- Governance*
- Finance*
- Program*
- Marketing/PR*



Message from Head of School, Lindsey Gilbert:

"In Menaul School's journey from good to great, we need a roadmap, a common direction to focus our efforts. This 3-year Strategic Plan is Menaul School's GPS leading us in our quest to fulfill our transformational mission. It is not a document set in stone, rather a living instrument which will change with new challenges and opportunities."

GOVERNANCE

| <u>Initiative</u> | <u>Measure/Timeline</u> | <u>Who is Responsible</u> |
|--|--|---|
| <ul style="list-style-type: none"> Connect with past Board members. | <ul style="list-style-type: none"> On-going | <ul style="list-style-type: none"> Head and Advancement |
| <ul style="list-style-type: none"> Emphasize Breakfast with the Board. | <ul style="list-style-type: none"> On-going | <ul style="list-style-type: none"> Institutional advancement |
| <ul style="list-style-type: none"> Recruit valuable, contributing Board members. | <ul style="list-style-type: none"> On-going | <ul style="list-style-type: none"> Governance |
| <ul style="list-style-type: none"> Continue to train and develop a board that is passionate and supportive. | <ul style="list-style-type: none"> On-going | <ul style="list-style-type: none"> Governance |
| <ul style="list-style-type: none"> Grow National Advisory Board. | <ul style="list-style-type: none"> On-going | <ul style="list-style-type: none"> Board of Trustees |

Reaction/Comments, please contact lgilbert@menaulschool.com

Menaul School Strategic Initiatives, 3 Year Plan

Marketing / PR

| <u>Initiative</u> | <u>Measure/Timeline</u> | <u>Who is Responsible</u> |
|--|--|---|
| <ul style="list-style-type: none"> • Implement Marketing • Improve brand, reputation, and market size. • Increased use of Social Media • Increased use of Social Media | <ul style="list-style-type: none"> • On-going • On-going • On-going • Spring, 2010 | <ul style="list-style-type: none"> • Administration and Marketing Firm • Administration • Administration and Marketing Firm • Administration and Marketing Firm |

Program

| <u>Initiative</u> | <u>Measure/ Timeline</u> | <u>Who is Responsible</u> |
|--|--|--|
| <ul style="list-style-type: none"> • 10% growth in student numbers/tuition revenue. Some emphasis on full-pay families. • Balance growth (not just in one grade.) • Maintain historic diversity over 60% Hispanic and Native students . | <ul style="list-style-type: none"> • Approximately 200 students in 2010; 220 in 2011; 240 in 2012. | <ul style="list-style-type: none"> • Admission and faculty. |
| Athletic:: | | |
| <ul style="list-style-type: none"> • (With growth enrollment) after fielding full varsity and JV teams, add new athletic teams. | <ul style="list-style-type: none"> • Annual Evaluation | <ul style="list-style-type: none"> • Athletic Department. |
| Parents: | | |
| <ul style="list-style-type: none"> • Increased support and involvement in extra-curricular activities. (Internal marketing.) • Increased parent participation—Parent Night. | <ul style="list-style-type: none"> • Attendance at events : MPA programs, music, athletic, at least 60% of participating students & families • 90% plus attendance each fall | <ul style="list-style-type: none"> • MPA, Administration and Faculty |
| Students: | | |
| <ul style="list-style-type: none"> • Applying and attending selective colleges. • More summer internships. • Students applying for more scholarships. • International exchange program with sister schools. | <ul style="list-style-type: none"> • 2 Students in 2010 • 2 students in 2010 5% annual increase • 2 students in 2010 10% annual increase. | <ul style="list-style-type: none"> • Administration and College Counselor • Administration & Faculty • Administration |
| Program Improvements/Additions: | | |
| <ul style="list-style-type: none"> • Establish Learning Support Program • Explore school of Entrepreneurship/Work Study Program • Develop Design Academy | <ul style="list-style-type: none"> • Begun 2010 • On-going • On-going | <ul style="list-style-type: none"> • Administration |
| Summer School: | | |
| <ul style="list-style-type: none"> • High interest summer camps, many students in grades 1-6, plus academic programs for Middle School & High School | <ul style="list-style-type: none"> • Begin Summer, 2010 • Grow to 50 participants 2011 • Grow to 75 participants 2012 | <ul style="list-style-type: none"> • Administration |
| Technology Updates: | | |
| <ul style="list-style-type: none"> • Establish New Generation Learning Committee. • Build plan, seek support for comprehensive Technology plan | <ul style="list-style-type: none"> • Spring, 2010 • Plan complete 2011 | <ul style="list-style-type: none"> • Administration NGLC |
| Ecology Friendly: | | |
| <ul style="list-style-type: none"> • Explore recycling, solar, Geo-thermal options | <ul style="list-style-type: none"> • On-going | <ul style="list-style-type: none"> • Administration |
| Boarding Program: | | |
| <ul style="list-style-type: none"> • Re-Establish International Students, and domestic | <ul style="list-style-type: none"> • Fall, 2010 | <ul style="list-style-type: none"> • Administration |

Menaul School Strategic Initiatives, 3 Year Plan

Property: 3-5 projects over the next 3 years. Anticipating 10% enrollment increase per year.

| <u>Initiative</u> | <u>Measure/Timeline</u> | <u>Who is Responsible</u> |
|--|--|--|
| <ul style="list-style-type: none"> • Completion of Donaldson renovation: 1. Exterior paint, porch/arch repair; 2. Fire suppression system; 3. HV/AC; 4. Auditorium. | <ul style="list-style-type: none"> • 2010 | <ul style="list-style-type: none"> • Advancement, Property committee and Administration |
| <ul style="list-style-type: none"> • Repaving / new paving sidewalks (repair and replacement) | <ul style="list-style-type: none"> • On-going | <ul style="list-style-type: none"> • Advancement, Property and Administration |
| <ul style="list-style-type: none"> • Site Development—landscape improvements and campus-wide reforestation. | <ul style="list-style-type: none"> • On-going | <ul style="list-style-type: none"> • Advancement, Property and Administration |
| <ul style="list-style-type: none"> • “Face Lift” projects—interior paint, floor and electrical fixtures / plates. | <ul style="list-style-type: none"> • On-going | <ul style="list-style-type: none"> • Property, Administration and Work Camps |

“The Menaul School Community has put a great deal of thought and effort into articulating strategic initiatives for the school for the next three years. These initiatives map out the way forward for our school and at the same time reflect the values and mission which were instrumental in the founding of the school over 100 years ago. “

Chair, Board of Trustees, Julie Weaks Gutierrez



Contact the Director of Institutional Development at TWil-liamson@menaul.school.com.



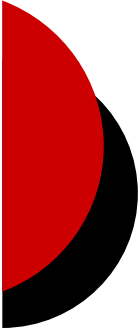
Contact the Director of Ad-missions at RToevs@menaulschool.com

Finance

| <u>Initiative</u> | <u>Measure/Timeline</u> | <u>Who is Responsible</u> |
|--|--|--|
| <ul style="list-style-type: none"> • Achieve positive monthly cash flow throughout the fiscal year. | <ul style="list-style-type: none"> • On-going | <ul style="list-style-type: none"> • Administration and Finance Committee |
| <ul style="list-style-type: none"> • Repay or refinance \$200,000 Presbytery loan. | <ul style="list-style-type: none"> • June, 2010 | <ul style="list-style-type: none"> • Administration and Finance Committee |

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Menaul School Strategic Initiatives, 3 Year Plan



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Reaction/Comments, please contact
lgilbert@menaul.com

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