

# The Friends School of Atlanta

## 2021-2026 Strategic Goals

### Goal 1: Financial Sustainability

- Increase enrollment to 220 by 2026 (23% increase over 5 years- 2021-22 through 2025-26; 5% annually)
- Maintain and average retention rate of 88% over five-year period
- Staff Advancement and Enrollment offices
  - Hire a half-time Marketing and Communications Associate by 2022-23 school year
  - Create succession plan for Director of Advancement in 2012-22
  - Hire Director of Advancement by June, 2022
- Increase Annual Appeal by approximately 5%, (based on \$110,000 for 20-21) each year for a goal of 25% increase by 2025-26
- Bring financial aid to 17% of tuition revenue by 2024
  - Maintain goal for Quaker Education fund at \$20,000 each year, starting 2021-2022
  - Increase Apogee income to \$175,000 per year by 2026 (5% increase per year)
- Create a plan for Board responsibility and development
  - Finalize a plan for recruitment, orientation and training of trustees by 2012-2022
    - Include nominating process that implements and makes annual gap analysis regarding diversity, capacity for giving and other needed resources and expertise (prioritizing campus development and fundraising)
  - Create a succession plan for Head of School by 2023
  - Implement annual review of mission, starting 2021-2022
  - Review committee structure and goals annually, starting 2021-2022
  - Review governance policies once per strategic planning cycle or as needed

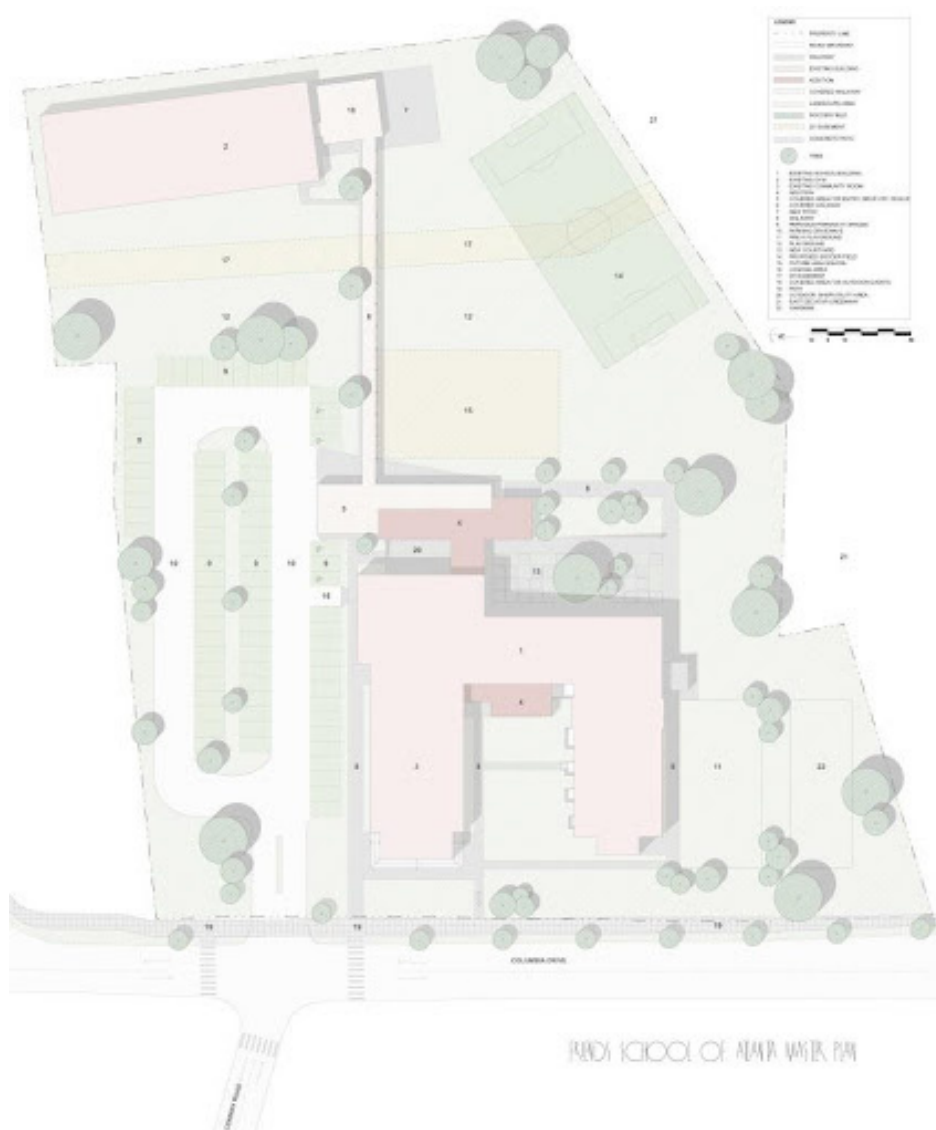


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### Goal 2: Facilities

- Plan and implement a Capital Campaign to raise \$3.5 million (goal to be confirmed by feasibility in capital improvements, with pledge payout schedule ending in 2025)
- Implement the Board-approved Campus Development Plan between 2025-26
  - Renovate gym to include lunchroom, basketball floor, refurbished kitchen and staff office
  - Re-orient the main entrance and reconfigure parking
  - Reconfigure Community Meeting Room to allow for meeting in the round
  - Expand and relocate offices of Head and Director of Enrollment
  - Establish Innovation and Science Center
  - Create signage and make other street-facing improvements to communicate that this is a school, not a church.
- Create an operational plan for build out that minimizes impact on current school operations and program by, July 2024



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### Goal 3: Academics

- Provide administrative and teaching support for enhanced educational programming
    - Appoint Director of STEAM Educational Programming by July, 2023
      - Hire full-time ES and MS STEAM teachers by, July 2025
      - Provide more contract time for ES and MS students in STEAM programs
    - Expand performing arts instruction
      - Provide expanded music instruction- chorus in 3rd-8th grades by 2025
      - Provide expanded musical instrument instruction- 4th-8th grades by 2025
    - Expand World languages program to incorporate Spanish language instruction in 5th and 6h grades by 2023
    - Expand role of Director of Athletics in support of expanded after school sports programming by 2022
      - Supervise and coordinate current sports programming for basketball, Ultimate Frisbee, and Track
      - Explore the development of additional sports offerings such as soccer, swimming and baseball/softball
    - Provide leadership training to facilitate and coordinate Diversity, Equity and Inclusion professional development (by 2021) and Quaker educational programming (by 2023)
      - Review current educational program and document areas of accomplishment and areas for development related to the school's mission and commitment to embedding the SPICES in our school
      - Lead administrative team on the creation of a strategic plan that guides future development of educational program and professional development in diversity and inclusion education and Quaker education
      - Guide school community in deepening our understanding and commitment to building beloved community through diversity and inclusion programming and Quaker education
  - Prioritize increasing faculty and staff salaries and benefits through annual budget review
    - Raise teachers salaries 4% annually over five years, beginning in the 2021-22 contract year
    - Reduce faculty and staff contributions to health benefits to 10% of the annual premiums over ad four-year period, beginning in 2022-23 contract year
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