



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 an 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 2021-22
 - Hire Director of Advancement by June, 2022
- Contribute an additional \$650,000 in endowment funding by 2026
 - Include \$500,000 in facilities maintenance endowment in Capital Campaign (2021-2026)
 - Raise \$100,000 minimum for the Legacy of Light Fund
 - Establish a Legacy of Light Society by 2026 to recognize contributors to our endowment
 - Create and conduct Cultivation/Solicitation Campaign by 2023-2026
 - Create a financial aid endowment fund with a goal of \$50,000 by 2026
- 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 2021-2022
 - 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

Goal 2: Facilities

- Plan and implement a Capital Campaign to raise \$3.5 million (goal to be confirmed by feasibility study) 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

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 contact 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 6th 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 2021-22 contract year
 - Reduce faculty and staff contributions to health benefits to 10% of the annual premiums over a four-year period, beginning in 2022-23 contract year