MISSION STATEMENT AND STATEMENT OF PURPOSE

The mission of St. Andrew’s Episcopal School is to provide an enriched academic program within a Christian environment emphasizing the fulfillment of each student’s potential.

St. Andrew’s seeks students of character and intelligence from diverse ethnic, racial, and socioeconomic backgrounds. The school strives to help young people achieve their potential not only in intellectual understanding but also in esthetic sensitivity, physical well-being, athletic prowess and moral decisiveness so that they may lead productive, responsible lives, not only for themselves, but also for their community.
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Preface

As we conclude celebrating our sixtieth anniversary, we at St. Andrew’s Episcopal School reflect with great pride and gratitude on the remarkable tradition, spirit and growth our school has achieved while remaining true to our mission. For generations, our school has provided an enriched Episcopal education in Austin, while keeping a keen eye on the future.

We are pleased to present the St. Andrew’s Episcopal School Strategic Plan 2013. It is a reaffirmation of our commitment to our school’s mission and statement of purpose, as well as a map to guide us as we strive for even greater achievement in the future. The planning process included a Board planning retreat in September 2013 led by Terry Moore of Independent Schools Management. The planning process included extensive surveys of current students, parents, faculty, trustees, and alumni in order to receive valuable feedback from all constituents of the St. Andrew’s community.

Throughout the planning process, the Board of Trustees was determined to maintain the unique nature of St. Andrew’s while continuing to focus on the future.

The Board of Trustees identified six key areas to be addressed in the strategic plan:

1. Programmatic Initiatives
2. Faculty Development and Support
3. Diversity
4. Technology
5. Facilities and Land Management
6. Finance

We believe that these areas and the goal statements outlined in the following pages clearly articulate the priorities of our school for the next five years. We seek to preserve our tradition of excellence while focusing on the challenges and opportunities that the future will bring.
St. Andrew’s Episcopal School
Strategic Plan
2013

History

In 1952, St. Andrew’s Episcopal School was founded by the leaders of three Episcopal churches in Austin: the Rev. Thomas Yerxa of Good Shepherd, the Rev. Scott Field Bailey of All Saints’, and the Rev. Charles Sumners of St. David’s. St. Andrew’s opened its doors in the fall of 1952 with 32 students in grades 1-3 in a large house on Pearl Street. A commitment to the founders’ original goals has allowed the school to hold on to its family sensibility even though it has grown and changed over the years. The small school that began in 1952 has become an exceptional school on two campuses covering 170 acres with almost 900 students in grades 1-12 and 192 faculty and staff. Our community includes people of all faiths, backgrounds, races, and beliefs. Our alumni are living all around the world and are changing it for the better.

Much of the credit for St. Andrew’s remarkable growth and vitality goes to its long-time Head of School, Lucy Collins Nazro. Mrs. Nazro guided her beloved St. Andrew’s for 32 years and oversaw the extraordinary development of the school into a nationally recognized Episcopal school.

In 2012, a comprehensive national search was conducted to find a new Head of School. Over 100 leading educators from across the country applied for the position. After a thorough review process, St. Andrew’s hired Sean Murphy as its new Head of School to begin in the fall of 2013.

Mr. Murphy has more than two decades of experience as a teacher, administrator, and, most recently, as a Head of School. He is a nationally recognized educator in the Episcopal school community. With a clear understanding of what it means to be an Episcopal school, he is commended for strengthening the Episcopal Identity at his former school. In his initial interview, Mr. Murphy said he tries to be an embodiment of Episcopal Identity, which should have an outward appearance as well as an inward grace. He said, “It is our role to expand the capacity for compassion in our students. There are two kinds of excellence, wedded together, in excellence of mind and excellence of heart.”

Mr. Murphy is well poised to guide St. Andrew’s into its bright future.

Generations of Austin families have entrusted the care, education, and advancement of their children to our school. St. Andrew’s feels honored and blessed to have served so many members of our Austin community.
Commitment to Episcopal Identity

St. Andrew’s embodies and embraces the National Association of Episcopal School’s interpretation of Episcopal Identity, which, in addition to the integration of religious and spiritual formation into the curriculum and life of the community, states:

- We strive for intentional pluralism. We invite people from all denominations and creeds to work in and attend our school. We honor all persons - Episcopalian or not - and strive for justice, peace, and understanding among all people and respect the dignity of every human being.

- We exist not merely to educate, but to demonstrate and proclaim the unique worth and beauty of all human beings as creations of a loving, empowering God.

- We guide and challenge all who attend our schools to build lives of genuine meaning, purpose, and service in the world they will inherit.

Another manifestation of Episcopal Identity is the school’s commitment that each child will be well cared for and will flourish. An example of this commitment to each individual student is the school-wide Social and Emotional Learning Program that teaches many attributes, including resilience and respect for self and others.

An expression of this identity at St. Andrew’s is that every child attends chapel five days a week using the Episcopal liturgy and the Book of Common Prayer.

Through this Strategic Plan, the Board of Trustees and the school’s administrative leadership recommit themselves to the highest ideals of Episcopal Identity.
The Four Pillars

The four pillars of a St. Andrew's education define the characteristics of a well-rounded education, where students grow in new and different ways. All of our students are given the opportunity and encouragement to excel as **scholars, artists, athletes and servants**. At St. Andrew’s, students can participate simultaneously in both the arts and athletics or blend a love of science with a love for Latin. There is no better time to try something new or engage in self-discovery than in a safe and supportive environment like the unique one created at St. Andrew's. The curriculum is thoughtfully designed to help our students reach their full potential as scholars, artists, athletes and servants, and the strategic plan helps maintain and enhance these four pillars.
PART II: GOALS

Goal One: Review, Evaluate, and Enhance Programmatic Initiatives

Background

For over 60 years, a St. Andrew’s education has begun in first grade. However, because educational models have evolved and other Austin schools emphasize a kindergarten curriculum, St. Andrew’s will consider the addition of a kindergarten to its current 1-12 structure. The addition of a kindergarten would provide a unique opportunity to offer a full Lower School Program. It would make St. Andrew’s more attractive to prospective incoming families and keep St. Andrew’s competitive in a changing independent school market in the Austin area.

St. Andrew’s has always had a curriculum full of innovation and challenge. The leadership of the school will complement the rigor of our enhanced academic environment with programs to facilitate student success.

Teachers have been embracing and implementing project-based learning at St. Andrew’s for years, and are enthused with the prospect of amplifying this aspect of our thoughtful curriculum.

St. Andrew’s also will consider the enhancement of our STEM (Science, Technology, Engineering, and Mathematics) curriculum. Integrated study in these areas enhances student performance in all courses and encourages creative thinking and problem solving.

The SEL (Social and Emotional Learning) Program at St. Andrew’s is an integral part of how the school reflects its Episcopal Identity. The school should continue to develop the SEL Program.

Objectives:

* Research the best course for creating a kindergarten at St. Andrew’s to fit within the school’s community and be consistent with the school’s mission. Examine physical plant alternatives for housing a kindergarten at St. Andrew’s, selecting the best option, and funding necessary capital improvements for kindergarten facilities. Create a kindergarten curriculum consistent with St. Andrew’s Lower School and the other divisions, and hire necessary faculty and staff to begin a progressive kindergarten program.

* Determine school-based enrichment and academic support necessary for our students.

* Continue to focus on project-based learning initiatives.
Goal Two: Enhance Faculty Development and Support

Background

Simply stated, the faculty and administration are the lifeblood of the school. St. Andrew’s has become a crown jewel in the network of Episcopal schools primarily because of the extraordinary efforts of the teachers and staff. It is critically important that St. Andrew’s take all steps necessary to continue to recruit, attract, and retain the best teachers and staff.

The Strategic Plan identifies two tangible ways to achieve this goal. First, St. Andrew’s must enhance its professional development budget, so that faculty members can continue to be creative, inspired, and grow professionally.

Second, St. Andrew’s remains committed to honoring its employees for their devoted service through competitive salaries and benefits.

Objectives:

* Increase the professional development and training budget to enhance faculty opportunities for success.

* Enhance employee benefits to ensure St. Andrew’s remains competitive in the independent school arena.
Goal Three: Refine Our Ongoing Commitment to Increasing Diversity Throughout the Student Body, Faculty, Administration, and Board of Trustees

Background

One of the foundations of St. Andrew’s Episcopal Identity is a commitment to diversity within the school community. St. Andrew’s Diversity Statement of Purpose reads:

Diversity at St. Andrew’s is grounded in our identity as a family-based community, a faith-based community, and a learning community. We understand that our strength and resilience as a three-fold community stem from our commitment to: honor each individual’s unique perspective; respect the dignity of every human being as a child of God, and; develop the knowledge, skills, and understanding necessary to engage with and respond to the needs of an evolving world.

Therefore, St. Andrew’s has historically placed a high priority on holding diversity as a core value of its educational and religious missions. As Austin and the surrounding community become larger and more diverse, it is incumbent upon St. Andrew’s to redouble its diversity efforts on all levels in order to thrive in an evolving community and better reflect that community. St. Andrew’s must continue to devote additional resources to this goal on an ongoing basis, in recognition that the pursuit of diversity is not a destination but a continuing process.

Objectives:

* Continue our strong financial aid program to meet diversity initiatives in the student body.

* In the admissions process, create and implement a systematic program to actively pursue, admit, and retain qualified potential students of all races, backgrounds, and socio-economic environments. To this end, use improved marketing messages, materials, and technology to reach out to more diverse audiences.

* Commit to increasing the hiring and retaining of faculty and administrators of different racial, linguistic, cultural, and international backgrounds.

* Implement effective strategies to build diversity on the Board of Trustees.
Goal Four: Re-imagine Our Use of Technology

Background

Effectively optimizing the use of technology is a significant challenge facing current and future educators. Our curriculum dedicated to technology needs to keep up with advances in technology and its pedagogical applications. This not only applies to courses about technology itself (such as computer science), but also the application of technology to all courses offered at St. Andrew’s, and how technology can improve instruction and learning outcomes.

In this digital age, St. Andrew’s will utilize technology to improve communications between its constituents. St. Andrew’s will improve the appearance, content, and applications of its website. The website should be made an even more effective educational management tool for current parents, students, faculty, and staff, allowing for ease of internal electronic communications between these groups inside the website structure. Additionally, prospective families rely on our website to discover the unique opportunities available to them at our school.

Objectives:

* Develop a comprehensive technology program throughout all subjects and disciplines, by developing laboratories and programming with a highly-trained staff.

* Enhance the computer science curriculum.

* Improve the St. Andrew’s website to enhance internal and external communications.
Goal Five: Capitalize on the Opportunities Available to St. Andrew’s Through Our Recent Land Acquisition, and Continue to Make Innovative, Effective Use of Our Current Facilities

Background

St. Andrew’s is blessed with abundant land and capital resources. The recently purchased Miller Tract adjacent to the Upper School property, at 92 acres, is an extraordinary resource for St. Andrew’s. The school must properly plan for its effective utilization.

Therefore, St. Andrew’s should embark on a master planning process for both campuses that prioritizes land use and future capital projects and expenditures.

One area of emphasis in the master plan will be sustainability. With the Miller Tract, St. Andrew’s has the opportunity to place a high priority on caring for the environment in any new development. This priority should extend through the rest of the Upper School campus as well as the 31st Street campus, including advanced sustainability measures and opportunities for students to participate in environmental studies.

St. Andrew’s also should enhance its stewardship of its current facilities, and consider additional personnel to adequately care for our physical plant.

The safety of our students is always a high priority. The school will examine the hiring of additional security personnel, and review and implement as appropriate the findings of periodic security reviews.

Objectives:

* Develop a new master property and facilities plan that manages our land to achieve optimum benefit and flexibility and incorporates advanced sustainability initiatives.

* Consider hiring additional personnel to steward our physical plant.

* Enhance safety and security on both campuses.
Goal Six: Ensure Long-Term Financial Stability

Background

In order to accomplish any of the goals set out in this strategic plan, the school must remain financially strong. St. Andrew’s has done excellent work maintaining financial stability. It has achieved a balanced budget annually, significantly increased its endowment, and successfully raised funds for capital projects such as the Dell Fine Arts Center and the McGill Chapel. The purchase of the Miller Tract was a once-in-a-lifetime opportunity to obtain space adjacent to the Upper School campus, and fundraising for this purchase continues as a priority.

St. Andrew’s will continue to strengthen its financial health by paying a greater percentage of its annual budget from hard revenues such as tuition and fees, and endeavoring to expend resources wisely.

St. Andrew’s endowment has increased significantly, but falls far short of peer school benchmarks. A larger endowment would guarantee the future stability of the school, and its revenue growth would also help to augment available funds to pay for additional enhancements. These items would include the improvement of academic programs and diversity initiatives, and the recruitment and retention of faculty and administrative talent. The school will aspire to increase the endowment even further.

In addition to contributing money for the endowment and for capital projects, the St. Andrew’s community has the significant responsibility of providing funds for the Annual Fund and the Financial Aid Fund. In the path of natural growth, St. Andrew’s will ensure sufficient resources for the development and business offices to achieve annual and long-term financial goals.

Objectives:

* Continue securing gifts to pay for the land acquisition and to enhance facilities.

* Enhance our endowment to improve programs and diversity, and recruit and retain faculty and administrative talent.

* Ensure sufficient resources for the development and business offices in order to meet financial, advancement and communication goals.
PART III: THE FUTURE

As St. Andrew’s looks to the future, we are grateful for the wonderful foundation built over the past 60 years by so many individuals committed to excellence in education.

With the Strategic Plan 2013, we rededicate ourselves to our mission and statement of purpose that have made St. Andrew’s what it is today. We celebrate our numerous successes to date and fully embrace the challenges and growth the future will bring.

Over the next few months, the Board of Trustees will develop an Implementation Plan to prioritize next steps and create a timeline for the accomplishment of goals in this document. With careful planning and specific roles and responsibilities outlined, the Implementation Plan will be the blueprint for successful fulfillment of our Strategic Plan 2013.

Through the Strategic Plan, the St. Andrew’s community takes another step toward fulfilling its mission, with an unwavering commitment to excellence in education.

GOD BLESS ST. ANDREW’S EPISCOPAL SCHOOL
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STRATEGIC PLANNING STEERING COMMITTEE MEMBERS
Jim Susman, Chair
Heidi Cahill
Randy Erben
Drake Fason
Margie Gaudin
Jeff Howard
Jerry Speitel
Isabel Welland
Sam Wilson

STRATEGIC PLAN AUTHOR
Randy Erben

ST. ANDREW’S EPISCOPAL SCHOOL
1112 WEST 31” STREET
AUSTIN, TX 78705
www.sasaustin.org