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PART I
INTRODUCTION

Overview
As we celebrate our 66th anniversary, the St. Andrew’s Episcopal School community reflects with great pride and gratitude on the remarkable tradition, spirit and growth our school has achieved while remaining true to our mission. For generations, St. Andrew’s has provided an enriched Episcopal education in Austin, while keeping a keen eye on the future.

St. Andrew’s Episcopal School was founded in 1952 by leaders of three Episcopal churches in Austin. The school opened its doors in the fall of 1952 with 32 students in grades 1–3 in a large house on Pearl Street. Named for the apostle who saw great potential in a child’s offering of bread and fish, St. Andrew’s has remained committed to its founders’ goals of providing enriched academics within a Christian environment, while both honoring and elevating each child’s individual potential.

This commitment has allowed the school to retain its family and community sensibility through growth and change over the years. The small school from 1952 has become an exceptional model of whole-child education on two campuses covering 170 acres with 942 students in grades K–12 and 230 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.

We are pleased to present the St. Andrew’s Episcopal School Strategic Plan 2018. 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 to respond to the demands of the future. The planning process included a Board planning retreat in February 2018 led by Skip Kotkins of Carney Sandoe & Associates. The 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.

About Our Process
As we collaborated to determine the direction of the 2018 Strategic Plan, we applied the following guardrails to guide our vision and prioritize our work:

1. St. Andrew’s Episcopal School Mission Statement
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 aesthetic 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.

2. A 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.
3. The Four Pillars
The four pillars of St. Andrew’s define the characteristics of a well-rounded education, where students grow in new and different ways. All students are given the opportunity and encouragement to excel as scholars, artists, athletes and servants. 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.

4. The Social and Emotional Learning (SEL) Program
SEL encourages the healthy development of self, relationships, and community. Our K–12 program strives to intentionally guide our students to a greater sense of self and self-regulation; how to establish, build and maintain healthy relationships; and provide opportunity for each student to use these skills to positively affect the school community. Throughout the process, the Board of Trustees was determined to maintain the unique nature of St. Andrew’s while continuing to focus on the future.

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

- Ensuring Programmatic Excellence
- Enhancing Facilities
- Strengthening Financial Sustainability
- Investing in the Athletics Pillar
- Increasing Diversity and Inclusion
- Elevating the Way We Communicate

We believe that these areas and the goal statements outlined in the following pages clearly articulate the priorities of our school for the immediate and up to five-year future, and position St. Andrew’s to become a leader among independent Episcopal schools. We seek to preserve our tradition of excellence while focusing on and pursuing with vigor the challenges and opportunities that the future will bring.

Reflections on 2013 Strategic Plan
In the 2013 Strategic Plan, St. Andrew’s Board of Trustees identified six key areas to be addressed:

1. Programmatic Initiatives
   a. Establish a kindergarten program and build a facility to support it
      i. St. Andrew’s developed a comprehensive kindergarten program, including a new faculty of six teachers, and built and dedicated a new kindergarten building in 2016 with an initial enrollment of 52 kindergarten students
   b. Determine school-based enrichment and academic support necessary for our students
      i. A concentrated effort was made to hire an additional academic support team including a Director of Reading Curriculum and Director of Math Curriculum on the 31st street campus and a Director of Curriculum and Technology at the Southwest Parkway Campus. Additionally, two new learning specialists were recruited to provide added student support in the Lower School
   c. Continue to focus on project-based learning initiatives
      i. Project-based learning has increased school-wide, with a focused effort in the Lower School on cross-subject lessons at CruPark and experiential learning outside of the classroom that incorporates math, science, engineering, technology, history, reading and the arts

2. Faculty Development and Support
   a. Increase the professional development budget and training budget to enhance faculty opportunities for success
      i. The Board, in coordination with Sean Murphy’s request, approved an increase in the professional development budget to further support faculty enrichment across all divisions
   b. Enhance employee benefits to ensure St. Andrew’s remains competitive in the
independent school arena
i. Employee benefits, specifically related to retirement and healthcare, were improved

3. Diversity
a. Continue our strong financial aid program to meet diversity initiatives in the student body
i. The Financial Aid program at St. Andrew’s is a crucial component of ensuring that our student body is socio-economically and racially diverse. From year to year, the financial aid budget supports approximately 140 to 150 students from grades K through 12. For the upcoming 2018–2019 school year, 53% of the financial aid funds were awarded to non-Caucasian students. Across the school, the percentage of students that self-identify as racially diverse has increased from 17% in the 2014–2015 school year to 23% in the 2017–2018 school year
b. 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
i. The hiring of a Director of Enrollment Management and Financial Aid in 2014–2015 consolidated the admissions process for the Lower, Middle and Upper divisions. All application procedures, deadlines, and marketing to families became streamlined to allow for consistency in the process for prospective families. The team adapted a common online recommendation form to make the application process equitable and easily accessible (including the option to review all admissions materials in Spanish). For prospective families, financial aid is now awarded with the admission decision. Common goals around diversity are discussed as a team and staff participates in local fairs and has built relationships with a variety of constituents to help promote and market St. Andrew’s. In addition, the team meets regularly with the Director of Diversity, who has been instrumental in helping the team build relationships with his contacts in the Austin community. Marketing materials, on line and in print, reflect our commitment to diversity and reach many different neighborhoods in the greater Austin area.
c. Commit to increasing the hiring and retaining of faculty and administrators of different racial, linguistic, cultural, and international backgrounds
i. Consistent effort has been made to build diversity on the faculty and staff; more than twenty new ethnically-diverse teachers and staff have been hired since 2014
d. Implement effective strategies to build diversity on the board of Trustees
i. The Committee on Trustees remains committed to seeking diverse candidates for the Board of Trustees

4. Technology
a. Develop a comprehensive technology program throughout all subjects and disciplines, by developing laboratories and programming with highly trained staff
i. In 2014 a Chief Technology Officer (CTO) was hired to improve the technology program on both campuses
ii. A new Educational Technology director was hired for the 31st street campus and another faculty member was promoted to Curriculum and Technology Innovator, which resulted in the creation of the “MLab”, a formal Makerspace laboratory. On the 31st street campus, a STEAM lab was designated for STEAM programming
b. Enhance the computer science curriculum
i. Computer science was established as a class on the Upper School campus and coding classes were launched on the 31st street campus and in after-school care classes
c. Improve the St. Andrew’s website to enhance internal and external communications
i. In 2014, St. Andrew’s launched an entirely new website along with a fully integrated database and a comprehensive learning management system.
5. Facilities and Land Management
   a. Develop a new master property and facilities plan that manages our land to achieve optimum benefit and flexibility and incorporates advanced sustainability initiative
      i. A master site plan was completed by UTILE in 2015 to address property and facilities developments through 2020. A revision to the 2015 plan is underway to address a potential transfer of the Middle School to the Southwest Parkway campus
   b. Consider hiring additional personnel to steward our physical plant
      i. A Chief Operating Officer (COO) was hired in 2016 to better support both campuses. The Maintenance and Facilities team was reorganized to properly address needs on both campuses
   c. Enhance safety and security on both campuses
      i. A skilled security team was hired to monitor both campuses and additional funding for safety training and revised protocol was implemented for faculty and staff

6. Finance
   a. Continue securing gifts to pay for the land acquisition and to enhance facilities
      i. $3,000,000 was raised to support the payment of the land acquisition at the Upper School and the remainder was financed. A portion of the new property was sold to Rawson Saunders (reducing our debt) and another portion of the new property is being monetized to further support our debt reduction priorities
   b. Enhance our endowment to improve programs and diversity, and recruit and retain faculty and administrative talent
      i. In 2013 The Board accepted the first draw of our endowment distribution to support buildings and grounds projects, faculty enrichment, SEL and scholarship needs
   c. Ensure sufficient resources for the development and business offices in order to meet financial, advancement and communication goals
      i. New personnel were hired in both offices to support departmental and operational needs in the Business and Communications/Development Offices
PART II
STRATEGIC INITIATIVES

Initiative One: Ensuring Programmatic Excellence

Our Inspiration
The passion, commitment and drive we have to provide the best K–12 independent education in Central Texas. One that is reflective of the demands and opportunities of the world around us, where we achieve both equity and excellence, encompassing the arts, academics, athletics and community engagement and where we continue to hold ourselves accountable to a process that produces generations of graduates who will continue to distinguish themselves by making meaningful contributions in all sectors of society.

Our Aspirations
• Thoughtfully consider the best of what traditional education offers, and combine it with the latest research to respond appropriately to the realities of today—and tomorrow—mirroring the opportunities and challenges of the evolving world our students face
• Continue to reimagine what makes an outstanding academic institution and what it takes to be a leader within the shifting school programmatic culture
• Affirm our fundamental commitment to intellectual challenge and vitality, empowering every student to live a life of integrity, inquiry and purpose larger than themselves
• Fulfill our responsibility to equip our students with the competencies, literacies and skills they need to thrive

Our Actions
• Continue to adapt and evolve our educational program in a cohesive and collaborative way from kindergarten through 12th grade, developing 21st century skills and characteristics
• Continue to invest in attracting, retaining and supporting the most talented, diverse and innovative faculty and staff who are passionate ambassadors for our school and invigorated and well-equipped to serve on the front line—delivering on our pursuit of excellence
• Continue to implement educational technology tools as appropriate
• Leverage frequent communications touch points to ensure parents understand our academic philosophy and how this is brought to life through programmatic initiatives
• Continue to benchmark ourselves against an aspirational set of schools who are effectively delivering on a similar set of objectives
• Continue to seek out quantitative and qualitative ways to measure our own success and progress

Initiative Two: Enhancing Our Facilities

Our Inspiration
To provide St. Andrew’s students and faculty with facilities that support the programmatic excellence of our school, while responding to evolving program needs; to proudly offer our students a campus that allows future programmatic growth, rather than precluding it. To maintain and enhance campuses that inspire and promote excellence in academics, athletics, the arts, and the service of our community.

Our Aspirations
• To provide the athletic facilities necessary to promote athletic excellence, and specifically allow middle and upper school students access to practice and game times that don’t demand excessive travel and/or wait times for our athletes and their families
• To house our student body between the 31st Street and Southwest Parkway campuses in a manner that utilizes each campus to its best and highest use in relation to our Four Pillars of learning
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Our Actions
• Determine the optimal population of our student body, driven by an analysis of ideal size for deliv-
ering the best and most sustainable programs across all three divisions and all Four Pillars while maintaining a close-knit and familial community

- Consider the pros and cons of relocating the Middle School to the Southwest Parkway campus, including but not limited to the programmatic advantages of this adjacency and the cost of relocation
- Complete the planning, funding and construction of a second gym on the Southwest Parkway campus
- Update the school’s Master Site Plan to reflect the above considerations and decisions

**Initiative Three: Strengthening Financial Sustainability**

**Our Inspiration**
Recognizing the cost and value of both our programs and our facilities, a commitment to operating in a fiscally responsible manner in the operation and care of these assets; a commitment to remain faithful stewards of our school’s finances not only for our current student body but for generations to come.

**Our Aspirations**
- Provide the financial resources necessary to support excellence in academics, arts, athletics and service
- Provide access and affordability to a diverse and mission-appropriate student body while delivering an outstanding educational value
- Examine opportunities to grow non-tuition sources of income, such as the endowment fund and auxiliary programming, while recognizing that tuition income will remain our primary source of revenue
- Reduce debt from purchase of Southwest Parkway’s Miller Tract

**Our Actions**
- Fully fund our PPRRSM (provision for plant replacement, renewal, and special maintenance) account in order to responsibly maintain our facilities, both old and new
- Launch a comprehensive capital campaign to include facilities construction and maintenance; targeted endowments; general endowments; and debt reduction
- Create rolling five-year financial pro-formas incorporating the expenses of this strategic plan’s aims

**Initiative Four: Investing in Our Athletics Pillar**

**Our Inspiration**
The Athletics Pillar has always been a key element of a St. Andrew’s education; we recognize the value of an exemplary team sports and P.E. program to both our students’ physical and mental health and to fostering school spirit among our community. We believe that our investment in this program can improve. Just as our academics rely on top-quality faculty and the building-block nature of pedagogy between one grade and the next, so we hope to enhance our Athletics Pillar by recruiting and retaining exceptional coaches and establishing a cohesive Athletics program that begins in Lower School and continues across all three school divisions.

**Our Aspirations**
- To apply the same standard of pedagogical excellence and program continuity to our Athletics Pillar that we do the other three Pillars of our school
- To offer not only the best private K–2 academic education in Central Austin, but the best athletics opportunities at an independent school as well
- To define athletic excellence not only by win-loss records but by outstanding facilities; by committed and experienced coaching; by a program that begins teaching fundamentals in the earliest grades

**Our Actions**
- Articulate the objectives, principles and values of our Athletics Pillar
• Establish and implement coaching standards for both team sports and P.E. that are consistent with the teaching standards expected within our academic program
• Ensure adequate resources for continual improvement of our Athletics Pillar
• Complete the planning, funding and construction of a second gym on the Southwest Parkway campus

Initiative Five: Increasing Diversity and Inclusion

Our Inspiration
The need to connect with one another in meaningful ways and prepare our students for success in an ever-changing world—a world where kindness and empathy are sometimes elusive, where civil discourse has seemingly insurmountable obstacles, where differences are often criticized and even discouraged, and where true equality can feel like an impossibly unattainable goal.

Our Aspirations
• Teach and model our mission, core values and Episcopal value of respect for the dignity of all human beings—believing that Diversity and Inclusion is an educational imperative for all students at St. Andrew’s.
• Commit to Diversity and Inclusion being a journey—one with important milestones, but never a finish line.
• Ensure our school is a safe and welcoming place for everyone who steps foot through its doors.

Our Actions
• Continue to make progress around our intentional efforts to grow the diversity of our students, faculty and staff, while remembering that diversity manifests in many ways, including ethnicity, national origin, religion, gender, sexual orientation, socioeconomic status, family composition, and physical ability.
• Expand our efforts to educate our community in cultural competency.
• Increase our financial resources available to support our Diversity and Inclusion initiatives.

Initiative Six: Elevating the Way We Communicate

Our Inspiration
A community built on a strong foundation of trust and understanding, where a two-way dialogue is encouraged and listening and learning prioritized, where thoughtful context is shared, where questions, anxieties and concerns are anticipated and addressed with expediency and transparency and where those who matter most can easily comprehend and embrace all that we represent, the journey we are on and the case for change.

Our Aspirations
• Anticipate and proactively address the communications needs and expectations of our key audiences, namely parents, faculty and staff
• Speak with clarity and from a place of conviction, with a focus on consistency and frequency—informing, inspiring and inviting in everyone we touch
• Articulate a purpose and a shared inspiration for the evolution that drives our entire program—one that all our stakeholders believe in and are willing to advocate for
• Commit to transparency in the way we interact and engage with one another—both internally among faculty and staff and externally with parents and the broader community
• Leverage platforms and channels where our parents, faculty and staff feel heard and respected

Our Actions
• Develop a narrative that builds confidence and trust in who we are, what we stand for and what we hold ourselves accountable to—communicating the uniqueness and strengths of our school with brevity, clarity and inspiration
• Continue to strengthen our efforts to provide comprehensive and timely information to all our stakeholders about what we are doing and why—and the value proposition we offer to them
• Continue efforts to enhance communication practices and strategies to best represent the School and provide timely and proactive communications to all constituencies
• Consider the addition of one more person for the Development & Communications office to further support proactive communications and marketing
PART III
IMPLEMENTATION

As St. Andrew’s looks to the future, we are grateful for the wonderful foundation built over the past 66 years by so many individuals committed to excellence in education.

With the Strategic Plan 2018, 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 2018.

Through the Strategic Plan, the St. Andrew’s community takes another step toward fulfilling its mission, with an unwavering commitment to excellence in education.
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*P: Parent
*GP: Grandparent
*PP: Past Parent
STRATEGIC PLANNING STEERING COMMITTEE MEMBERS

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