

Foundations for Extraordinary Learning

**A Strategic Plan for Rowland Hall
2008-2013**

Good strategic plans have a balance of new ideas, best practices, and improvements to existing programs. In Rowland Hall's new **Foundations for Extraordinary Learning: 2008-2013 Strategic Plan**, the Board of Trustees lays out a map for navigating the most pressing issues the school is likely to face during the next five years. We have set goals and built supporting initiatives and look forward to accomplishing them together as a school community over the next five years.

Extensive research differentiates this plan from past strategic plans. The planning process provided a greater understanding of how our school fits into its competitive environment and reaffirmed the strengths of our program and the people who teach, work, and volunteer here. Statements of mission, vision, and core values have been fine-tuned and four key pillars provide the foundation of our strategic plan:

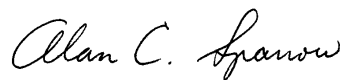
- 1. A Proud Tradition of Excellence, Character, and Service*
- 2. Diversity of People and Thought*
- 3. The Leader in Pre-College Excellence*
- 4. Locally, Nationally, and Globally Connected*

This plan's initiatives and tactics attempt to place Rowland Hall in its strongest strategic position. We hope you will find them compelling and well worth your support.

We want to thank the 25-member Steering Committee, its trustee chair Bob Sanders, and Ian Symmonds of Ian Symmonds and Associates who guided us along the way. We are also grateful to the members of school community who served on 12 subcommittees made up of over 70 faculty/staff, parents, students, alumni, and trustees.



Bob Marquardt
Chair, Board of Trustees



Alan Sparrow
Head of School

Mission, Vision, Values

Mission Statement

We inspire students to lead ethical and productive lives through a college preparatory program that promotes the pursuit of academic and personal excellence.

Vision Statement

Inspiring students who make a difference.

Core Values Statement

Inspiring a passion for life and learning

Our evolving curriculum encourages students to become enthusiastic and successful learners.

Striving for excellence

Students thrive in an environment where challenge is expected, learning is supported, and personal best efforts are celebrated in class, on stage, and in athletics.

Fostering ethical development

Rowland Hall values integrity and responsibility. We guide our students to make good choices and to learn from their mistakes.

Creating a diverse and inclusive community

We encourages religious, ethnic, racial, and socio-economic diversity within its community and promotes understanding and acceptance of various cultures and points of view.

Nurturing a spirit of service

Students develop a commitment to change their world for the better through an expansive service learning program.

Primary Strategic Goals and Initiatives

The strategic planning process has produced six primary strategic goals with numerous initiatives, outlining the school's priorities for the next five years:

- I. Offer an Excellent Academic Program**
- II. Enhance Co-Curricular Offerings that Enrich the Student Experience**
- III. Launch the Center for Pre-College Excellence**
- IV. Promote One Diverse, Inclusive, and Connected Community**
- V. Increase Visibility, Support Best Practices in Admission, and Enhance Communication**
- VI. Cultivate Resources that Empower our Mission and Vision**

I. Offer an Excellent Academic Program

A challenging college-preparatory program is central to our mission. As we look to the future, we will enhance specific elements of our academic program in order to prepare students for college and life.

Faculty and Staff Development

1. Ensure continued excellence in the development of quality faculty and staff through professional development opportunities.
2. Maintain competitive compensation for faculty and staff.
3. Increase the quality of faculty and staff life through professional and personal programming and employee benefits.

Academic Program and Curriculum

4. Maintain and enhance a holistic approach to curriculum that embodies excellence, globalization, innovation, and relevance through ongoing review and development.
5. Continue an ongoing review and development of preK to twelfth grade curriculum including prioritizing resources to strengthen this area.
6. Integrate sustainability, diversity, and globalization into all school programs.
7. Set a timetable for adding Mandarin Chinese to the curriculum.

School Community

8. Promote sustainable, healthy, balanced, and ethical life choices for our school community.
9. Commit to creating balance in students' lives, recognizing the demands of academics, arts, athletics, family, and personal needs, through better coordination of workloads, projects, and programs throughout the school.

Instructional Technology

10. Outfit teachers and classrooms with technology, as the faculty is ready and prepared; examples include laptops, projectors, and Smartboards,
11. Train faculty to effectively utilize technology as an integral teaching tool.

II. Enhance Co-Curricular Programs that Enrich the Student Experience

Because learning at Rowland Hall extends beyond the classroom onto the playing fields and into the performance hall, we commit to elevating our existing co-curricular programs.

Visual, Performing, and Fine Arts

1. Form a Board committee focusing on bolstering fine arts curriculum, quality and visibility in the entire school community.
2. Create a schedule that draws the arts into the school day and closer to the mainstream of the student life experience.
3. Continue to recruit and retain outstanding faculty in the arts.
4. Provide fine arts faculty with the necessary resources needed to excel through enhanced facilities, equipment, and professional development.

Athletics

1. Recruit, retain, and develop excellent coaches who also are outstanding teachers.
2. Set consistent guidelines and expectations for coaching staff.
3. Promote athletic excellence through enhanced facilities, equipment, and professional development for coaches.
4. Facilitate Lower School student/parent opportunities for competitive athletics within and outside of the school.
5. Develop more effective integration between Rowmark Ski Academy and the school community, especially in the areas of fundraising and marketing efforts.

III. Launch the Center for Pre-College Excellence

Rowland Hall is an important educational resource. As the school nears enrollment capacity, the following goal and initiatives anticipate the need for implementing potentially revenue producing programs that capitalize on our areas of expertise.

Center for Pre-College Excellence

1. During the next five years, we will focus on developing and implementing The Center for Pre-College Excellence (*working title*) to provide programming that extends beyond our current students. This auxiliary program would be designed to showcase and share the school's strengths and expertise with a larger community. It might initially focus on enhancing summer opportunities through existing programs and school strengths, then incrementally develop into a commitment to growing programs.

IV. Promote One Diverse, Inclusive, and Connected Community

We will make intentional efforts to grow more diverse and inclusive within our school community and to connect with our Salt Lake community through the following strategic priorities.

Whole School Culture

1. Create a whole school culture, focusing on the development of unity between campus communities.
2. Enhance the ways in which parents become and remain connected to our school community.
3. Promote school spirit community-wide by communicating extraordinary achievements of our students, parents, faculty, and staff.

Diversity

4. Promote a diverse school community, celebrate contributions of all members, and promote inclusion of all people, beliefs, and values.
5. Recruit students, families, and faculty that reflect diversity in race, religion, ethnicity, and socioeconomic status.
6. Expand faculty mentor programs to better support new teachers, especially those from diverse cultural backgrounds, in their transition into our school and community.
7. Expand the student and family ambassador program for new families to our school.

Excellence in Information Management and Communication

1. Streamline school-wide information management systems by acquiring and staffing one school-wide admissions/marketing telephone number, one all-school calendaring program, and one server farm hosting school data.

V. Increase Visibility, Support Best Practices in Admission, Enhance Communications

We will pursue more aggressive outreach, recruitment, marketing, and communication programs to increase the school's visibility, grow demand, and our school's relevance to our local community.

Community Outreach and Visibility

1. Increase outreach to our extended Salt Lake City community through programs that engage and partner with other schools, such as guest speakers, awareness events, and other similar programming.
2. Become a role model and resource in technology for other schools in our region through idea sharing.
3. Study and pursue the use of our facilities by outside groups as a way to become more connected to the local community.
4. Publish a community impact report as part of outreach to business executives in Salt Lake City.

Marketing

5. Develop a graphic identity and strategic messaging program that strongly supports the school's position in the mind of prospective parent/students, as determined by this plan's strategic marketing research -- *Utah's First and Finest College Preparatory Experience*.
6. Develop, publish, and implement institution-wide graphic identity standards.
7. Redevelop school promotional materials and website to reflect the new graphic and messaging program.
8. Implement an ongoing market research program targeting various market segments to learn more about families we are interested in serving.

Admissions and Enrollment

9. Create Operation Outreach, an aggressive campaign targeted to key civic, education, and business leaders that includes increased presence in outreach events and community activities, and the cultivation of key personal relationships in the city.
10. Formalize the welcome/orientation programs, events, and parent ambassador group for parents of new students at both campuses

11. Enhance the use of the existing admission database as an effective tool for outreach, reporting, and communication planning.
12. Improve communication to admission inquiries by developing multiple touch points throughout the year that highlight school news of interest.
13. Identify and cultivate enthusiastic parents and members of the Salt Lake City community to increase school visibility through word-of-mouth marketing.

VI. Cultivate Resources that Empower our Mission and Vision

Ample resources allow our school to provide an education without equal in our region. During the next five years, we will pursue aggressive goals in fundraising, facilities, and finance to assist us in achieving our vision.

Facilities and Finance

1. Prepare plans for a new campus for sixth through twelfth grades, addressing fundraising feasibility, acquisition, site preparation, and construction.
2. Increase the annual financial aid program to 10% of operating budget without putting an additional burden on tuition-paying families.
3. Maintain salary parity with the Salt Lake City School District in order to keep our compensation competitive.
4. Establish and maintain a Physical Plant Replacement and Special Maintenance (PPRSM) goal of 3% of operating budget to ensure sustainability of current plant and equipment.

Fundraising

5. Raise \$1.2 million for annual fund by the end of the 2012-2013 school year by creating structure and process that will sustain and grow the program.
6. Increase the school endowment to \$16 million through a capital campaign by the end of the 2012-2013 school year.
7. Initiate a major gifts fundraising initiative centered on achieving our strategic plan priorities.
8. Develop and implement robust and comprehensive alumni relations, planned giving, and stewardship programs.

Strategic Planning Steering Committee

Bob Sanders, Steering Committee Chair, Trustee
Richard Badenhausen, Trustee
Julie Barrett, Assistant Head of School
Stephen Bennhoff, Middle School Principal
John Bird, Trustee
Carol Blackwell, Beginning School Principal
Alex Bocock, Trustee
Priya Chodosh, Parent
Suzy Day, Former Parent and Trustee
Libby Ellis, Director of Development
Tiffany Glasgow, Trustee
Patrick Godfrey, Director of Technology
Kathy Gundersen, McCarthey Admission Director
Karen Hyde, Lincoln Street Admission Director
Susan Koles, Director of Marketing
Bob Marquardt, Board of Trustees Chair
Robyn Matheson, Trustee
Phil McCarthey, Trustee
Deborah Mohrman, Lower School Principal
Kelly Patterson, Trustee
Lynne Petersen, Lower School Teacher
Jonathan Ruga, Trustee
Alan Sparrow, Head of School
Bob Steiner, Trustee
Jahnvi Stone '08, Student
Lee Thomsen, Upper School Principal
Kevin Hanson, CFO
Ian Symmonds, Consultant, Ian Symmonds and Associates

Strategic Planning Subcommittees

Admissions
Athletics
Campus Planning
Community
Development
Education
Faculty/Staff
Finance and Pricing
Governance
Marketing and Communications
Student Life
Technology

Please address questions about Rowland Hall's Strategic Plan to school administration, steering committee members, or the Board of Trustees.