



THE 2013 STRATEGIC PLAN,
APPROVED BY THE GEORGE STEVENS ACADEMY
BOARD OF TRUSTEES, JULY 2013

RENEWING OUR COMMITMENT
TO STUDENT SUCCESS

GSA MISSION STATEMENT

George Stevens Academy is an independent high school on the coast of Maine. The Academy is a caring educational community committed to meeting the needs of each local and residential student with a challenging, comprehensive academic and experiential program that fosters the pursuit of knowledge, inspires creativity, develops self-reliance, and prepares graduates for a purposeful life in a changing world.

Approved by the Board of Trustees, July 2013

Our students come to GSA from all over the peninsula—and the world. Our goal is to prepare them to take whatever next steps they choose—whether going on to college or another form of continuing education, or moving directly into the work force.

Student success depends on *five strategic commitments*, and we will be focusing on them to ensure the best possible outcome for every GSA student.

STRATEGIC PLANNING STEERING COMMITTEE

Marion Morris, *Board President*
Paul B. Perkinson, *Head of School*
Buzz Moore, *Assistant Head of School*
Margaret Hannah, *trustee*
Sue Loomis, *trustee*
Tyler Knowles, *trustee*
Mark Messer, *teacher*
Erin McCormick '00, *teacher*
Rada Starkey, *Director of Development*
Liffey Thorpe, *Director of Communications*
Lin Parker, *community member*

ONE – MAKE EVERY STUDENT A SUCCESS STORY

We know every student has the potential to learn and grow. We challenge every student to realize that potential with the support and leadership of a talented faculty and staff who know and care for students as individuals, a curriculum that is both broad and deep, and experiential learning opportunities that combine learning and doing.

- Restructure the advisory program to provide better, more consistent, more continuous academic, social, and emotional mentoring for every student from the time he or she enters GSA until graduation.
- Improve student orientation programs to facilitate the transition into high school and to integrate new local and residential students more fully into the GSA community.
- Review and renew curricular programming and policies to ensure that every student is appropriately challenged academically and receives all the right academic support.
- Initiate and innovate programs that take advantage of GSA's distinctive location and exceptional resources, such as the Eastern Maine Skippers Program, Cooperative Education, Independent Study, and a Culinary Arts Program.
- Create a Learning Center to improve student performance across the curriculum, particularly in the areas of reading, writing, and study skills.
- Hire a social worker and increase the nurse's position to full-time to support the mental, emotional, and physical well-being of our students.

TWO – BUILD AND MAINTAIN A GREAT FACULTY

Bricks and mortar are important—but student success starts with people. Inspired and inspiring teachers, supported by a professional and visionary administrative staff, create the most promising environment for student achievement. GSA has an exceptionally fine faculty. We will adopt policies and practices to attract and retain the future teachers and staff our students need to succeed.

- Expand and improve recruitment strategies to identify and attract the strongest possible teachers and staff.
- Ensure that we offer competitive compensation packages not only to attract, but to retain, the best possible teachers and staff.
- Articulate a policy that sets balanced and sustainable expectations defining teaching duties.
- Expand support for professional development opportunities and encourage a culture of continuous professional improvement.
- Fuel curricular initiatives and program development through grant-writing workshops and other professional activities.

PROGRAM COMMITTEE

Tyler Knowles, Co-Chair

Mark Messer, Co-Chair

Bill Case

Paul Gilden

Katie Greene

Eckley Herrick '59

Della Martin '70

Marjorie Olivari

Lin Parker

Paul Perkinson

David Stearns

FACILITIES AND GROUNDS

Daniel McGraw, Co-Chair

Buzz Moore, Co-Chair

Dick Bishop

Alden Colby

Margaret Hannah

Kathleen Knight

Jim Murphy

Paul Perkinson

Lauren Reiter

Jon Woodward '66

STUDENT LIFE

Jim Henry, Co-Chair

Libby Rosemeier '77, Co-Chair

Mark Churchill

Bob Granger '75

Prudy Heilner

Dan Kane

Jill Knowles

Polly Monroe

Buzz Moore

Kathy Pelletier

Erich Reed

Lisa Theoharidis

GOVERNANCE

Rob Clapp '73, Co-Chair

Liffey Thorpe, Co-Chair

Temple Blackwood

Martha Horne

Susan Loomis

Erin McCormick '00

Paul Perkinson

Jackie Vachon

THREE - PROVIDE THE RIGHT FACILITIES FOR STUDENT LEARNING

Learning comes from teachers first, but also depends critically on the space in which students learn, and the tools and materials available to them. School facilities must above all be safe as well as useful. New and remodelled facilities will be designed to inspire students, excite their imaginations, and motivate learning. In the past several years, GSA has addressed a number of maintenance issues, and invested in improving several classrooms, the Library, the gymnasium, a Science Projects Room, and the school grounds.

- Update classroom technologies to support ambitious, 21st century curriculums.
- Continue to replace or renovate facilities around campus, including classrooms, entryways, bathrooms, and school grounds, making design and construction choices that are not only safe and environmentally sound, but attractive and engaging.
- Create a feasible plan for new construction projects, including two new classrooms, a fully-remodelled cafeteria, and a campus courtyard.
- Create and communicate a Campus Plan that draws on ideas from all school constituents to identify short and long-term maintenance needs as well as long-term building projects to be supported through capital campaigns.

FOUR – BE ACCOUNTABLE AND FORTHCOMING

We intend to be a school where teachers and staff, students, parents, trustees, and the broader community understand how, why and by whom decisions are made. We seek to be appropriately collaborative and consultative in our decision-making processes, and believe that everyone should understand how decisions are made at GSA, and why and by whom. Over the past several years, we have developed new decision-making processes for hiring and evaluating employees and making curricular and program changes.

- Strengthen accountability by clarifying roles and decision-making processes of the Board of Trustees, the Head of School, teachers, administrators, and staff, and communicating those decisions widely.
- Create a clear process for exploring curricular improvements and initiatives based upon data acquisition, and communicate new decisions as they are made.
- Continue to improve Board governance and communications in line with best practices as defined by ISANNE and NAIS.
- Strengthen all internal and external methods of communicating with constituents, including prospective students, current students and families, alumni, friends and the community.

FINANCE

Emil Andy, Co-Chair

Fred Heilner, Co-Chair

Trudy Bell

Larry Flood

Loriman Looke

Rachael Lowe

Matt Mattson '91

Will Taylor

DEVELOPMENT

Deborah Brewster, Co-Chair

Rada Starkey, Co-Chair

Deborah Ludlow '79

Meg Maiden

Jim Markos

Katrina Parson

Phyllis Taylor

Jen Traub

ADMISSIONS

Brian van Emmerik, Co-Chair

Libby Irwin Chamberlain, Co-Chair

Don Buckingham

Martha Garfield '82

Brinley Hall

Shelley Latham

Maria Matthews

Samantha Politte

Miriam Senter-Zapata

FIVE – MAKE GSA AS FINANCIALLY STABLE AS POSSIBLE

We are careful and conservative stewards of our resources, but we will need to be bold to protect our mission against the vicissitudes of fortune. The Hinckley gift to the endowment (2010) has gone a long way towards improving GSA's ability to weather uncertain futures, and yet we remain vulnerable. Our long-standing commitment to educating the students from our sending towns at the state-set tuition rate means that our tuition revenue will never meet the costs of our ambitious curriculum and programs. To make up the difference, we depend on income from our endowment and from successful Annual Fund campaigns. We must continue to build an endowment and an annual fund to support operating expenses, and must make our development effort a clear, well-understood priority campus-wide. Finally, we must improve the efficiency of our workplace, and seek additional sources of revenue.

- Develop a school-wide culture that understands and fully supports the goals and strategies of the Development Office.
- Explore the possibility of increased student enrollment.
- Create and implement initiatives for new sources of revenue, including summer programming and property rentals.
- Improve the databases in the Business and Admissions offices.

GEORGE STEVENS ACADEMY

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