



St. Michael's
University School

TO LEARN, TO LEAD, TO SERVE

OUR STRATEGIC PLAN: 2015 Update

OUR MISSION:

Our school seeks the excellence in all of us, with passion and compassion. We are a community shaped by the pursuit of truth and goodness, providing outstanding preparation for higher learning and for life.

OUR VISION:

To learn, to lead, to serve; discovering the promise in our selves and the world.

The SMUS strategic plan is the roadmap guiding our journey as a school and a community. It articulates our aspirations and describes what we plan to achieve in order to deliver on our mission and make steady progress toward our vision. It guides our decisions on where to focus our people and our resources and it also identifies the signals that tell us when we've accomplished our goals.

The school's current five-year strategic plan was adopted by the SMUS Board of Governors in 2012. It set out to capitalize on the school's strengths while remaining on the leading edge of providing outstanding preparation for higher learning and for life. The 2012 strategic plan identified three core goals: distinctive excellence, lifelong engagement and organizational strength, as well as nine strategic priorities, outlined on the following pages.

A strategic plan directs actions to achieve the plan's goals, and since 2012, we have accomplished many key actions and initiatives, including:

- Instituting the experiential program as part of the standard curriculum for all Grade 10 students.
- Expanding our Advanced Placement course offerings by becoming one of only 10 schools in Canada to pilot the AP Capstone program, which provides students with a set of courses that allows them to develop, practice and hone their critical and creative thinking skills.

- Developing a collaborative and student-centred professional development program for our faculty through the Learning Institute and the practice of Harvard Instructional Rounds.
- Creating a technology plan and introducing a host of new technology to support teaching and learning.
- Making major inroads into new markets such as Brazil and Oman that help assure cultural diversity among our student population.
- Conducting a communications audit and community survey to evaluate how the school can take a more precise and cohesive approach to the work of energizing relationships.
- Instituting balanced budgets with appropriate funding to contingency to better manage budgetary risks.
- Maintaining strong growth in our endowment through careful monitoring and management of our investment advisors.
- Creating a board Risk Management committee to provide improved oversight and mediation of risks.

This 2015 update to the strategic plan will be used by the board and school management to guide our planning, actions and resourcing. It positions the school to make significant advances toward our vision in the last two years of this five-year plan, and will inform the next strategic planning cycle.



STRATEGIC GOAL: DISTINCTIVE EXCELLENCE

STRATEGIC PRIORITY 1:

Fulfilling Student Promise through Personalization

The SMUS mission describes a school that embraces personalization at its core (“our school seeks the excellence in all of us”). A SMUS education will be inherently personal, grounded in our three core values of excellence, passion and compassion and delivered through a three-part focus on foundational competencies, enriching experiences and collaborative activities.

KEY ACTIONS

1. Strengthen the path to personalization by creating a cross-school implementation team.
2. Increase our focus on University Counselling, Advanced Placement and Learning Resources in order to deliver greater personalization.
3. Fully articulate and integrate the leadership program as another pathway to personalization.
4. Implement the recommendations of the Athletics Review to create greater personalization and opportunities for shared experiences.

STRATEGIC PRIORITY 2:

Staff Excellence

Recognizing that the most important element of fulfilling student promise is surrounding them with outstanding staff, we will attract, develop, and retain a team of truly excellent staff as well as engage in succession planning to ensure a high level of staff excellence is maintained over time.

KEY ACTIONS

1. Develop a program of evaluation, goal-setting and growth for faculty and staff that is consistent with our vision and supports the continuous pursuit of excellence.
2. Institute a coaching culture that values feedback, inquiry, engagement and collaboration.
3. Continue to strengthen the school’s reputation as an outstanding place to work and teach.



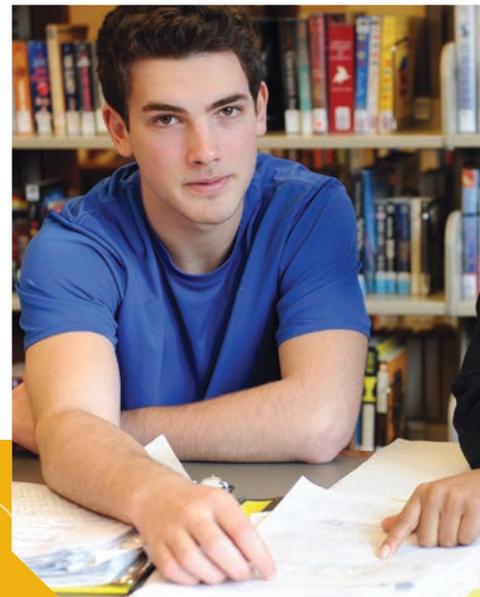
STRATEGIC PRIORITY 3:

Facilities and Technology

The physical environment in which our students learn and play as well as the tools they have at their disposal will be aligned with how education is to be delivered in the 21st century.

KEY ACTIONS

1. Revisit the Richmond Campus master plan and bring forward a redevelopment proposal that further integrates technology.
2. Provide the necessary technical infrastructure to support 21st-century education in a continually changing environment.



STRATEGIC GOAL: LIFELONG ENGAGEMENT

STRATEGIC PRIORITY 4:

Celebrating Student Diversity

We will increase our ability to provide financial assistance to excellent students and pursue greater geographic diversity to achieve an active mix of economic, geographic and ethnic backgrounds that will enrich the experience of all who attend and work at the school.

KEY ACTIONS

1. Continue to use recruitment as a deliberate instrument for ensuring diversity in cultural, ethnic, and socio-economic spheres.
2. Continue to grow financial aid to support diversity as well as cushion families from the impact of rising tuition.

STRATEGIC PRIORITY 5:

Energizing Relationships

We will focus on increasing meaningful engagement with our students, alumni, parents, staff, grandparents and friends in order to foster strong, positive and lifelong relationships and build a sense of one united school.

KEY ACTIONS

1. Develop an integrated communications plan and contact strategy that serves the needs of all constituents and includes metrics to gauge its effectiveness.
2. Work with the Parents' Auxiliary and the Alumni Association in a comprehensive and coordinated approach to energizing relationships.
3. Celebrate volunteerism among our parents and alumni.

STRATEGIC PRIORITY 6:

Culture of Philanthropy

We will build a culture of philanthropy so that all community members participate in philanthropic support and service to the school.

KEY ACTIONS

1. Develop a shared understanding in the SMUS community about the importance and value of giving.
2. Communicate and celebrate the benefits of financial aid to our community.
3. Increase engagement of alumni.



STRATEGIC GOAL: ORGANIZATIONAL STRENGTH

STRATEGIC PRIORITY 7:

Governance and Risk Management

Believing firmly that good governance is the cornerstone of any organization's success, we will revisit traditional areas of governance and expand on new ones such as risk management to ensure we reflect best practices, remain current and execute effectively.

KEY ACTIONS

1. Review key roles to ensure alignment with the strategic plan's priorities and create a succession plan for board governors and senior management.
2. Maintain high-level oversight of all aspects of risk management.
3. Formally examine the efficacy of a separate foundation to contain assets.

STRATEGIC PRIORITY 8:

Understanding, Serving and Growing our Market

To effectively investigate, assess and execute on strategic opportunities that fulfill our vision and mission, the school will strive to fully understand and serve its current market as a day and boarding school located in Victoria, BC.

KEY ACTIONS

1. Understand the needs and wants of our current and future markets and how we can position the school to most effectively meet those needs and wants.
2. Develop a framework to comprehensively and strategically assess growth opportunities as they arise.
3. Develop a culture of customer service while maintaining our integrity in the delivery of education.

STRATEGIC PRIORITY 9:

Financial Stability and Capacity

To ensure financial stability and the capacity to finance our strategic goals, the school will have full enrollment in boarding and day, exercise prudent operational spending, maintain an appropriate and affordable level of debt, keep adequate reserves for contingencies and ensure the endowment fund grows significantly.

KEY ACTIONS

1. Align annual budgets to our Strategic Plan.
2. Ensure contingency allocations are sufficient to mitigate financial risks.
3. Ensure fees are competitive and appropriate for day and boarding markets.
4. Manage endowment growth through professionally informed oversight.
5. Seek incremental revenue opportunities that are strategically aligned and risk appropriate.
6. Continue to increase transparency in budgeting and finance practices.



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