



Strategic Goals

- Educational Program
- Technology: Program/Operations
- Human Resources
- Diversity
- Communications and Marketing
- Facilities
- Finance
- Development and Fundraising
- Governance



A Vision for the Future 2012-2017 Strategic Plan for The Wesley School



Historical Perspective and Overview

The Wesley School is a coeducational, K-8 independent day school located in North Hollywood, CA. Wesley employs a total of 50 faculty and staff, 42 full-time and 8 part-time.

Founded in September of 1999, the School was created in a virtually seamless transition from the closing of St. Michael and All Angels Parish Day School the previous spring. That same year, The Wesley School and First United Methodist Church of North Hollywood signed a 14-year agreement that provided the School with a new home on the church property. In the fall of 2008, the School and Church renewed the lease for 35 years. Today Wesley is recognized as one of the premiere K-8 schools in the Los Angeles area.

The School began moderate expansion in 2011 with the addition of a second kindergarten. Over the next several years, all elementary grades will incrementally increase to two sections. Along with this planned growth, the present structure of the middle school will remain the same at two sections each in grades six through eight. Financial Aid is awarded to roughly 14% of all families.

Enrollment is strong and Annual Giving is up during a difficult economic period. Faculty retention is positive and new recruits are stellar. The School continuously works to improve curriculum to ensure that Wesley is truly a forward-thinking teaching and learning center built on best practices consistent with NAIS standards.

The Wesley School is built on four cornerstones: academic excellence, character development, service learning, and spiritual development. Efforts to maintain a balance among these key elements are ongoing and intentional. Wesley receives consistent feedback from community members indicating that the School is particularly valued for its size, setting, and a true sense of community. The School ensures that maintaining these elements remains a priority.

A Vision for the Future
2012-2017 Strategic Plan for The Wesley School



The Mission

Wesley is a mission-driven school. Strategic thinking about Wesley's future must therefore be tied to the core values expressed in the School's Mission Statement. In the fall of 2011, the Board of Trustees approved a revision of the Mission Statement in order to bring its language and focus into alignment with the school that Wesley aspires to be.

THE WESLEY MISSION

Academic Excellence and Character Development within the Circle of Family.

The Wesley School builds confidence and encourages independence through a challenging academic program that stretches each student to reach the highest level of individual achievement within a supportive, nurturing environment. Wesley cultivates in students strong creative, physical, and spiritual foundations to prepare them to be productive and respectful contributors to a global society.

A Vision for the Future
2012-2017 Strategic Plan for The Wesley School

The Goals



Goal One

Educational Program

Wesley will evaluate and strengthen the School's curriculum and pedagogy to promote educational excellence, character development, creative expression, and global awareness while providing optimal challenges and support to each individual student.

Rationale:

The Wesley School is committed to an outstanding program that balances strong academics, the arts, athletics, social responsibility, and character development. Students benefit most when these components are integrated as fully as possible into all aspects of their education. We continually strive to present a program that builds fundamental academic skills and stresses critical thinking and good judgment with emphasis on the development of oral presentation skills throughout all grade levels. In order to maintain our place among the best K-8 schools, we must continue to review, refine, develop, and improve our program.

Implementation Strategies:

1. Promote and enhance the unique strengths of the Wesley program with a focus on cross-curricular connections, signature projects, oral communication, service learning, multiculturalism, and the integration of technology.

A Vision for the Future 2012-2017 Strategic Plan for The Wesley School

2. Continue to develop best practices and innovative approaches for the program regarding pedagogy, curriculum review and refinement, and professional development.
3. Ensure that scheduling and staffing most effectively accommodate an increase in differentiated instruction at both ends of the learning spectrum in order to broaden and diversify ways for students to be successful.
4. Develop a guiding mission for all after school programs to ensure that every aspect of the program meets the standards of educational excellence and is consistent with the School's Mission Statement.
5. Develop a Mission Statement for Visual and Performing Arts at Wesley with specific action steps to fulfill the values of the Mission Statement.
6. Develop, implement and market a dynamic summer program open to Wesley and non-Wesley students.
7. Build on recent improvements in the service learning program to make it a more powerful tool for character development and for individual responsibility throughout all grades.



Goal Two

Pt. 1: Technology/Program

Wesley will incorporate the use of technology into all programs to enhance learning and will provide support in the use of technology for both teachers and students.

A Vision for the Future 2012-2017 Strategic Plan for The Wesley School

Rationale:

Recognizing that technology will be a pervasive aspect of education in the work force and in modern communication, Wesley is committed to being a leader in the application of technology to enhance learning and support instruction.

Implementation strategies:

1. Develop a Technology Mission Statement consistent with the Mission of the School to inspire the creativity that empowers our students to innovate and thrive in today's competitive world.
2. Assess how technology can be used to enhance every program. Benchmark against best practices for implementation and research.
3. Combine the best learning material with technology that not only embraces students' strengths and addresses their weaknesses but also enables teachers to assess students' progress in real time and tailor instructions as needed.

Goal Two

Pt. 2: Technology/Operations

Wesley will implement the necessary technology infrastructure and integrated library sciences to support in-class and on-campus multi-device usage and ensure that technologies are updated on a rolling multi-year basis.

Implementation Strategies:

1. Complete the existing implementation plan.
2. Conduct a thorough evaluation of all campus technology to support the development of a long-range technology plan consistent with the Technology Mission Statement.
3. Develop a new Technology Master Plan that parallels the Long Range Plan in scope and duration.
4. Ensure that all new and refurbished facilities are included in the master plan for technology.
5. Address the role of the library in a digital world in the Technology Master Plan.

A Vision for the Future
2012-2017 Strategic Plan for The Wesley School



Goal Three

Human Resources: Faculty, Staff and Administration

Wesley will recruit and retain a diverse, talented, and effective faculty, staff, and administration that embrace the culture, Mission, and philosophy of The Wesley School.

Rationale:

The Wesley School will employ outstanding faculty, staff, and administration, each of whom will pursue their calling with professionalism, dedication, and passion.

Implementation Strategies:

1. Ensure that compensation and benefits for personnel are highly competitive with peer schools using benchmarks provided by the California Association of Independent Schools (CAIS) and the National Association of Independent Schools (NAIS).
2. Attract faculty and staff whose talents and contributions transcend the classroom and serve to enrich the personal and extracurricular lives of students and the School community.

A Vision for the Future 2012-2017 Strategic Plan for The Wesley School

3. Offer professional development opportunities to enable all personnel to continue to grow and keep abreast of educational innovations and trends.
4. Ensure high-level performance by implementing annual developmental assessment processes for both staff and faculty that include both formative and summative evaluations.



Goal Four *Diversity*

Wesley will maintain and expand efforts to create and sustain an inclusive environment that embraces diversity as a vital component of our community.

Rationale:

Wesley has been committed to diversity in its student body, faculty, and staff since its inception. Efforts to increase diversity in all areas of the community have been successful in the following ways:

- *The administration, student and parent bodies, and the Board of Trustees reflect differences in race, ethnicity, religion, age, gender, sexual orientation, socio-economic, and family status.*
- *The School has steadily increased the focus on diversity in the curriculum to ensure that it reflects the diversity of the world, especially that of greater Los Angeles, to prepare students to become understanding and compassionate leaders of the future.*
- *The School provides ongoing opportunities to parents and students to raise their awareness of diversity issues to help all families feel welcome and appreciated.*

Wesley is fully committed to continuing its work in the area of diversity, understanding that the nature of social and cultural change is always a work in progress.

A Vision for the Future 2012-2017 Strategic Plan for The Wesley School

Implementation Strategies:

1. Examine curriculum and programs to ensure that they include opportunities to address multicultural issues and highlight sub-groups in the community.
2. Actively work to sustain faculty/staff diversity percentages to reflect the diversity of the student body.
3. Provide opportunities for faculty and administrators to attend diversity workshops and conferences and create opportunities for them to share their experiences and new levels of awareness.
4. Reach out to other local independent schools to raise awareness of other programs and opportunities for professional development.



Goal Five

Communications and Marketing

Wesley will enhance two-way communication between the School and its internal constituencies, as well as support the School's external marketing efforts.

Rationale:

The Wesley School is no longer perceived as a "new" school. The success of its graduates in gaining entry to and succeeding in selective high schools – and now colleges – reflects its growth into an established institution. As Wesley moves forward with its "Vision for the Future" Capital Campaign, it is important to strengthen marketing efforts to highlight the School's effectiveness in preparing students to successfully navigate their future education in a rapidly changing world. It is equally important to cultivate and market the School's strengths and successes to internal constituencies.

A Vision for the Future 2012-2017 Strategic Plan for The Wesley School

Implementation Strategies:

1. Develop a comprehensive, formal structure that ensures the free-flow of information between the School and parents, alumni, staff, and all other Wesley constituencies.
2. Regularly review the role of emerging technologies to ensure ongoing effectiveness with marketing and communication.
3. Undertake a comprehensive branding process to highlight the essential, distinguishing qualities of the Wesley School so that in all materials and on the website, the language used to describe the School is consistent.



Goal Six Facilities

Consistent with the Board's strategic vision for the campus, Wesley will provide optimal facilities for teaching and learning consistent with the School's Mission Statement by maximizing the effective use of all existing spaces on campus and providing new facilities.

Rationale:

Up-to-date facilities and infrastructure promote and enable teaching and learning.

A Vision for the Future 2012-2017 Strategic Plan for The Wesley School

Implementation Strategies:

1. Revive and empower the Building and Grounds Subcommittee of the Board to lead the planning for campus improvement and expansion.
2. Acquire additional property to accommodate full enrollment and space for new facilities.
3. Employ sound principles of environmental sustainability when planning improvements to the existing campus and proposed new facilities.
4. Enhance and improve the exterior presence and image of the School, primarily on the south and west sides of campus.
5. Continue to coordinate all proposed campus improvements with the FUMC leadership.



Goal Seven Finance

Wesley will strengthen its long-term financial position by reinforcing existing sound fiscal practices.

Rationale:

Financial sustainability and growth are essential to fulfilling the School's Mission Statement.

A Vision for the Future 2012-2017 Strategic Plan for The Wesley School

Implementation Strategies:

1. Create a Five-Year Financial Plan that increases operating efficiencies, supports the Mission Statement and strategic initiatives, and ensures financial stability.
2. Identify sources for funding financial assistance above and beyond tuition, including, but not limited to, increasing endowment.
3. Ensure that capital expenditures are tied to Long Range goals for school improvement: facilities, technology infrastructure, and human resources as outlined in the Long Range Plan.
4. Explore alternative funding strategies for campus improvements, as needed, with the Board's approval.



Goal Eight

Development and Fundraising

Wesley will pursue and achieve fundraising and cultivation goals that provide financial sustainability and support all goals for ongoing school improvement and continued excellence.

Rationale:

A successful development program will ensure that The Wesley School can remain competitive with peer schools in terms of faculty/staff compensation, program offerings, and campus facilities.

A Vision for the Future 2012-2017 Strategic Plan for The Wesley School

Implementation Strategies:

1. Cultivate a culture of philanthropy within the Wesley Community that yields ongoing financial support for the Mission of the School.
2. Increase the capacity of the Board to support the School financially and ensure that the Board will take a leadership role in Development.
3. Ensure that the Development Office has the staff and resources to meet fundraising and cultivation goals.
4. Create a development plan to ensure that key milestones in the Master Plan are met.
5. Conduct a Capital Campaign over the next five years to support the work needed to fulfill the School's plans for campus improvement as stated in Goals VI and VII.
6. Develop a comprehensive donor recognition program.



Goal Nine *Governance*

Wesley will ensure that the Board of Trustees embraces principles of sound independent school governance and maintains a strategic focus that ensures the long-term health and excellence of the School.

A Vision for the Future 2012-2017 Strategic Plan for The Wesley School

Rationale:

At the time The Wesley School was founded, the School could not have survived without the active, hands-on involvement of all constituents. Trustees were drawn into far more day-to-day decision-making than is the norm in independent schools. Partly due to their diligence, the School grew and developed in the ways the original trustees envisioned. The Board has redirected its energy toward fiduciary issues and has endeavored to focus on strategic issues. Going forward, the Board will maintain a strategic focus to support and lead the School's development efforts.

Implementation Strategies:

1. Employ the NAIS Principles of Good Practice as the foundation of the Board's processes and decision-making and its members' roles and responsibilities.
2. Ensure that all trustees receive proper training prior to commencing service.
3. Recruit trustees who think strategically, can assist with development, and who represent diverse ideas and backgrounds.
4. Review standing committees in the by-laws and create guidelines for membership, leadership, and specific charges for all committees and task forces.
5. Ensure that there is a leadership succession plan that is perpetually in place for the Board of Trustees.
6. Ensure that the Action Plan required by the next CAIS accreditation process is consistent with this Long Range Plan.