

# STRATEGIC PLAN 2012-2017

## PURPOSE AND VISION

### **The Mission:**

Inspired by learning and empowered by our diversity, outreach and distinct place in Caribbean culture, Antilles School is a college preparatory school committed to educational excellence.

### **The Vision:**

Together, we are.....

Challenged to maximize potential of each student

Sustained by confident, ethical and compassionate action

Nourished with a sense of wonderment

Characterized by intellectual growth and academic achievement

Committed to the enhancement of critical thinking, problem solving, interpersonal communication, and reflection

Grounded in culture, art, music, technology, and athletics

Energized by a collaborative community

Dedicated to life-long learning, global citizenship, leadership and service

## **Belief Statements (What Makes an Effective Learning Community)**

Collectively, we are committed to.....

Modeling ethical, compassionate actions to lead the way for children as they gain self-confidence, a positive attitude, flexibility, self-regulation, and mutual respect

Creating joyful classroom experiences to nourish each child's sense of wonder, imagination, creativity, intrinsic curiosity, discernment, and motivation to pursue life-long learning, leadership and service

Pursuing comprehensive, challenging student life programs with a strong commitment to the Advanced Placement Program of the College Entrance Examination Board and providing information, assistance and support to each student that enables her/him to set appropriate educational and career goals

Establishing a learning community where dynamic teaching and learning teams exist for academic, physical, and social excellence

Providing time and opportunities for experiential education and social interaction to encourage a set of universal values that include adaptability, cooperation, compromise, courage, goal-setting, friendship, honesty, humor, goal-setting, open-mindedness, optimism, perseverance, responsibility, tolerance, trustworthiness, and a sense of justice

Continuing to support programs that enhance cultural diversity and outreach in our community

## VISION TO ACTION

Since the founding of the school in 1950, Antilles has embraced an educational program that included the child's physical, academic and creative development to include emotional and social growth. To the present day, Antilles recognizes the importance of educating the whole child while realizing that emotions drive learning—and the motivation to become a life-learner—in children and adolescents. This Strategic Plan framework recognizes the need to continue to operate and enhance our vibrant campus with facilities capable of supporting innovative, inspiring programs in academics, the arts, athletics, and a wide range of co-extracurricular offerings. The leadership team (Board of Trustees, Head of School and Senior Leadership staff team) recognizes the challenge to provide a campus environment that promotes a sense of the joy of learning and provides experiences of “wonder” for all our learners. Simply stated, the campus and learning programs aim at excellence, not mediocrity!

To make the vision a reality, Antilles has committed itself to educational excellence marked by teaching and learning “best practices” in the academic program, to building a strong community noted for the lifelong loyalty and sense of belonging by its members, and to ensuring long-term financial sustainability of the school for future generations.

## OVERARCHING GOAL OF THE STRATEGIC PLAN

**Continue to transform Antilles School into a dynamic, “best practices” learning community characterized by academic excellence in college preparation, a sense of lifelong belonging/loyalty and community for all stakeholders (students, teachers, staff, parents, alumni, former students, board members, former parents, former board members, USVI community members, donors and “friends of the school”) and long-term financial sustainability to ensure continuity and a successful future.**

**The Board of Trustees and Head of School realize the necessity of focusing our energy, influence and resources on these three key, interdependent areas proven to make the most difference for highly effective independent schools. High academic quality in college preparation, dedicated lifelong and generous stakeholders, and a solid financial foundation combine to light the path for a bright Antilles future.**

# ACADEMIC EXCELLENCE IN COLLEGE PREPARATION

## GOAL

**Provide an inspiring, state-of-the-art teaching and learning program** characterized by **“best practices”** teaching, counseling, coaching and mentoring with focus on college preparatory academics to help each student reach his/her potential. Develop each student into a young man/woman of high character who is prepared to succeed in college and life. This includes delivering high quality community service, service learning, athletic, art and extracurricular programs.

Key to achievement of this goal is development of a culture of educational professionalism among all teachers, counselors, coaches and leaders. This culture must be characterized by an intense sense of commitment by all Antilles staff members to pursue continual professional development and skill enhancement in our areas of professional practice.

## OBJECTIVE ONE

Continue to implement an effective peer mentoring system for teaching professionals to assist in developing each teacher into a more effective teacher. This will provide a culture of professionalism and professional development for the school. Expand the effectiveness of this initiative by ensuring each teacher has peer observation sessions at least once per quarter and shares at least one professional article for professional development. Ensure this system focuses on the enhancement of each teacher’s ability to design and deliver lessons using strategies for differentiated instruction based on each child’s learning style and ability level.

## OBJECTIVE TWO

Through the accreditation self-study process and a comprehensive system of Head and Division Head leadership/stewardship of the learning environment, continue the systematic process to enhance the curriculum and teaching-learning program at Antilles. This includes the carrying out the Action Plans for Student Learning Objectives for reading, mathematics and writing during 2012-2017.

# STRONG SENSE OF COMMUNITY

## GOAL

**Continue to develop a strong sense of community where everyone feels valued and a sense of “belonging” at Antilles. Being part of Antilles and our community becomes embedded in all our stakeholders throughout a lifetime of support (financial through Annual Fund, Major Gifts, Planned Giving and admissions referral of family members and friends, returning to campus throughout their live, etc.) and connection to the school through events and enhancement of the school’s key relationships.**

## OBJECTIVE ONE

Through a systematic approach of personal visits to classes, events, athletic competitions, and extracurricular activities, build a positive sense of connection with the various stakeholder groups of the school. Accomplish this through the Head of School and Board’s personal presence and leadership at key events and through all parts of school life. Continue to be “connected” and visible in numerous ways in the local community. Use these connections to begin to increase donor loyalty and admissions referrals.

## OBJECTIVE TWO

Design and continue implement an inclusive Alumni and Former Students/Families program. This effort must continue to involve both those “on island” and those pursuing successful lives and careers throughout the United States and abroad.

## OBJECTIVE THREE

Leveraging the network of connections and relationships, build a strong sense of donor loyalty characterized by life-long giving to the Annual Fund, Major Gifts and Planned Giving programs.

# FINANCIAL SUSTAINABILITY

## GOAL

**Continue to implement and utilize comprehensive systems for business/financial operations, marketing/recruiting/admissions/retention, and a relationship-based development program** (total fundraising program including a robust Annual Fund, significant Major Gifts program, Planned Giving opportunities, and major events—both fundraising and “community building” events) to **support the school’s advancement and build a substantial endowment to ensure the school’s sustainability through the next century.**

### OBJECTIVE ONE

The school must make the business/financial marketing/recruiting/retention and development/fundraising systems work and reconcile on a regular basis! These critical systems must work in a synchronized, effective manner through full cooperation between Board committees (finance, advancement, and trustee) and the various school staff components (business office, development staff, admissions staff).

### OBJECTIVE TWO

Continue to enhance programs for marketing, recruiting, admissions, and retention that identify and formally use the “Antilles Advantage” approach for maximum effectiveness. Use the results of various surveys and feedback sources to attempt to improve selected areas that impact parent and student satisfaction and retention.

### OBJECTIVE THREE

Work to reduce operational costs without sacrificing effectiveness while working to identify alternate sources of revenue and develop/implement a sound long-term financial strategy to guide the school through the current challenges in the global/national/local economy. As a high priority, continue to pursue alternate sources of energy such as solar power to reduce Antilles School’s significant energy costs.

## **A MESSAGE OF REFLECTION FROM HEAD OF SCHOOL MICHAEL HUGHES**

In the end, we will measure the excellence of Antilles School as a learning institution by the scholarly excellence of our students, the professional development of our faculty and the devotion of our graduates to lifelong learning and continued personal growth in every dimension of their lives. The investments we're making in facilities, programs and faculty professional development are all aimed at producing a self-confident young man or woman of high character who is skilled in leading others and takes personal responsibility for his/her own learning.

Toward this end, we have recommitted ourselves to the establishment of an organization that fosters a community of trust and respect among all members. In this way, we are shaping a true "learning community"—one that encourages and supports the personal, intellectual, moral, spiritual and physical development of students, faculty, and staff.

We are inspired by the memory of the sacrifices and dedication of those upon whose shoulders we stand; we honor the service of giants such as our founder Deborah Finch, long-time Head of School Mark Marin, and servant leaders such as Polly Watts and Kaye Knoepfel. To all the members of the Antilles Family including current and former students, parents, grandparents, graduates, donors, we thank you for creating the Antilles School of today. Our pledge is to continue to enhance the "Antilles Experience" so that it continues to truly inspire and prepare our young Hurricanes to succeed in college and life.

Clearly, our place in Caribbean culture as a premier institution for college preparation calls all of us to redouble our efforts to achieve the goals and objectives of our Strategic Plan. Just as a hurricane changes lives, so does an Antilles education!

For the Hurricanes,

Michael Hughes, Ph.D.  
Head of School  
2011—

## DESCRIPTION OF THE PLANNING PROCESS

The foundation for this planning process was laid during the Board of Trustees retreat and planning process for the Head of School search in Academic Year 2010-11. The Board of Trustees received feedback from all stakeholder groups on the success of the various components of the Strategic Agenda for 2007-2010 (the previous strategic plan). Working from the results of stakeholder input regarding the needs of the school and leadership requirements, the Board carefully crafted a comprehensive statement of the school's current status in all areas. This process enabled the Board and school to describe in detail characteristics of its desired strategic end state over the next few years.

Second, the new Head of School worked closely with the Search Committee, a special Transition Committee of the Board, the Executive Committee of the Board of Trustees, the various Board Committees, the faculty, the support staff members, the PTA, and a variety of alumni and "friends" of the school to identify priorities and learn the culture of the institution. The Head spent many hours meeting and listening to the thoughts and perspectives of many members of the school staff, students and community.

Third, the Senior Leadership Team consisting of the Head of School, the Division Heads (heads of Early Learning Center/Lower School, Middle-Upper School), the Chief Financial Officer, the Director of Admission and Communication, the Director of Development, and the Director of Facilities and Auxiliary Services sought input from the entire staff of the school, parents, and constituents of the various programs/areas of the school. This was done both formally and informally using focus groups, numerous surveys to include parent and alumni instruments, and open-ended question sessions.

The final draft document was prepared in late summer and early fall 2012 and was reviewed by the Board of Trustees at its Board Retreat on September 22, 2012.