



Elmwood
School

Strategic Plan 2010-2015

Elmwood



Introduction

In early 2009 the Board and Head of Elmwood School launched a process to develop a new strategic plan to guide Elmwood into the future. The Steering Committee established to guide the process included the following individuals:

- Cheryl Boughton, Co-Chair
- Michel Lucas, Co-Chair
- Catherine Coulter
- Ellen Ewert
- Jeff Mierins
- Donna Naufal Moffatt
- Jacob Polisuk

This document reflects the results of the strategic planning process and sets the stage for Elmwood's growth and success over the next five years. The strategic planning process involved: a review of data and information about trends affecting independent schools and our local community; consultation with a cross-section of key

stakeholders in our community through focus groups with Junior School parents, Middle School parents, Senior School parents, staff and faculty; and surveys of a variety of constituent groups including current parents, past parents, alumnae and prospective parents. In early April 2009 the Board participated in a workshop to discuss potential future directions for the School and identified a number of key priorities for the School. A draft plan was prepared and shared with our community at a Town Hall meeting on September 30, 2009. Individuals provided feedback both at that meeting and through e-mails. We have reflected further on the excellent feedback received and have made a number of refinements to the Plan.

We are excited about our future and look forward to continuing to engage our community.



Background

Elmwood School, the pre-eminent all-girls school in the National Capital region, was established in 1915. It is an independent day school for girls from Junior Kindergarten to Grade 12.

Key facts about Elmwood include:

Elmwood was the first girls' school in North America and second in the world to be accredited at all 3 levels of the International Baccalaureate Programme.

Elmwood girls are continually outperforming academically, especially in math and science.

100% university acceptance. Our girls go on to study at prestigious schools around the world.

Elmwood encourages students to take on leadership roles—to challenge themselves to step out of their comfort zones.

Global citizenship and social responsibility are key features of our program.

Arts, athletics, academics and a host of co-curricular activities ensure a balanced lifestyle for every student.

Elmwood embraces digital learning and considers technology an essential teaching tool. Initiatives such as our 1:1 laptop program enhance the learning experience for digital natives—students are technologically confident and competent.

Elmwood has long been recognized as a globally diverse and culturally inclusive learning community. Our students represent more than 40 different nationalities and ethnicities.



Our Mission Our Values

OUR MISSION
Inspiring each girl to reach her full potential.

- Elmwood:**
- Develops inquiring lifelong learners
 - Creates compassionate, engaged global citizens
 - Builds confident, caring leaders

The following beliefs and principles guide our behaviour and decision-making:

Respect: We recognize and value the unique qualities and diversity of the individuals in our community, and are respectful of the broader community and environment in which we live.

Innovation: We are committed to exploring and implementing new, creative and effective ways of doing things both locally and globally.

Collaboration: Teamwork and partnership are fundamental to everything we do inside and outside the school.

Responsibility: We recognize our commitment to, and responsibilities for, our community, our society and the world.

Integrity: We believe that honesty and truthfulness are fundamental to everything we do.



Implementation, Monitoring and Reporting

APPROACH TO IMPLEMENTATION AND MONITORING

The true test of our planning will be the results. These directions will come to life through implementation planning and our ongoing budgeting process. We will monitor the changing environment annually, and adjust our strategies as necessary. Each year we will identify key priorities and develop specific strategies to move forward to achieve our objectives.

PROGRESS MONITORING AND REPORTING

Each year, the management team will measure our progress and report to the Board on key indicators, and we will report to our community.

Finally, we will continue to listen to our community—both in our daily encounters, and more formally through ongoing consultation.

We look forward to your ongoing input as we move ahead.

Strategic Directions 2010-2015

Our strategic directions for the next five years will be focused on the achievement of four key strategic objectives. Each of these objectives and supporting strategies are outlined on the following pages.



Academic Quality and Teaching Excellence



Exceptional Student Experience



Strong and Supportive Community



Sustainability for Future Generations

A B C D

Academic Quality and Teaching Excellence

Outstanding teaching and learning are fundamental to the fulfilment of our School's mission. Great teachers inspire girls and help them develop their full potential. We know from our research and experience that our community places a high value on academic quality and teaching excellence. We also know that to be successful and relevant in the 21st century we need to extend beyond traditional approaches to teaching and learning. Over the next five years we will pursue a number of strategies to support this objective.

Strategic Objective

A



Become a centre for educational innovation and creativity

- Create a learning environment that prepares girls for the "creative age" of the 21st century through innovative technology applications, advanced curriculum design and e-learning opportunities
- Leverage community partnerships and business mentorships to enhance students' learning experiences
- Collaborate with other schools, universities and research centres from around the world to enable our girls to become global citizens
- Be a centre for research and innovation in the education of girls



Become a leader in individualized learning strategies

- Establish a Student Success Centre bringing together specialized expertise and resources to ensure that the individual learning styles and needs of girls can be supported
- Provide enrichment and remediation programs and create small group opportunities for enhanced learning skills
- Develop strategies to accommodate girls with special talents (e.g. high performance athletes)
- Equip teachers with best practice tools and techniques in individualized learning



Develop the best faculty and staff

- Implement strategies to support the recruitment and retention of the very best teachers and staff
- Inspire and support teaching excellence through targeted professional development—with a focus on professional development in areas that support our strategic directions
- Strengthen our teacher and staff evaluation and goal-setting system



Strategic Objective

Exceptional Student Experience

Our mission goes beyond academic quality. We want to inspire each and every girl to develop her full intellectual, creative and leadership potential, and to prepare our graduates to be inquiring lifelong learners and compassionate engaged global citizens. Elmwood will inspire its students to seek out and embrace new global opportunities both now and in their lifetime. To do all of this we know that we must provide an exceptional student experience—one which stretches, encourages and empowers our girls. Over the next five years we will pursue a number of strategies to support this objective.

B



Nurture the development of each and every girl

- Create a new individualized development and mentoring program that seeks to bring out the best in each girl through her time at Elmwood
- Explore the potential development of an alumnae mentoring and support program that can support graduates in their transition to post-secondary education and the world of work.

Create a new leadership development program

- Define a K-12 continuum of leadership skills needed to thrive in the 21st century
- Develop innovative age-appropriate programs that enable each girl to develop the skills necessary to become confident caring leaders
- Provide a broader range of opportunities for girls to test their leadership skills

Provide exceptional student experience programs

- Further enhance the co-curricular program (e.g. new Grade 6-12 Outdoor Retreat)
- Provide a range of international experiences to enhance cultural awareness at all levels of the School
- Strengthen our community outreach/social responsibility program
- Pilot a special program which provides students with the opportunity to explore exciting topics not traditionally found in the school curriculum

Strategic
Objective

Strong and Supportive Community

One of the fundamental values of our School is collaboration. Great schools are sustained by strong and supportive communities, and recognize their responsibilities to contribute to local and global communities. We know that we will be stronger by working together with the many groups within our Elmwood community (including students, faculty, former faculty, alumnae, parents, grandparents, donors and past-parents as well as partners locally and globally). Over the next five years we will pursue a number of strategies to support this objective.



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Reach out and engage the entire Elmwood community

- Enhance opportunities for Elmwood families and friends to be engaged in the life of the School
- Reach out and engage more of our alumnae, and support their efforts to stay connected with each other, and involved in the life of the School (e.g. online alumnae network development)
- Develop plans to celebrate Elmwood's 100th anniversary in 2015

Participate actively in local and global communities

- Continue to give back to our broader community through involvement in, and support of, local initiatives (e.g. Run for the Cure and support for charitable organizations such as Interval House, Help Lesotho, and the Elizabeth Fry Society)
- Develop and sustain strategic partnerships with local and global organizations which support and share a passion for single gender education and leadership (e.g. cooperative research and professional development)
- Work with other organizations to foster collaborative, borderless learning environments that prepare students to thrive in the 21st century global workplace

Sustainability for Future Generations

This Strategic Plan will culminate in the celebration of our first 100 years (in 2015) and position us for the next 100. We view sustainability for future generations as one of our core responsibilities. We recognize our responsibilities to our community (past, present and future), our society and the world. We know that if we are to thrive in the 21st century we need to continue to look ahead and develop strong and strategic leadership and plans to guide our School as we move ahead. Over the next five years we will pursue a number of strategies to support this objective.

Strategic Objective

D



Ensure long-term stability and strength

- Build recognition of Elmwood's unique strengths both locally and internationally (e.g. further relationship-building, enhanced marketing, innovative web applications that profile the achievements of our students)
- Strengthen the commitment to philanthropy among our community and build fundraising programs including our endowment to support our strategic initiatives

- Ensure sound ongoing financial management of the School and maximize the use of our resources
- Develop strategies to maintain and improve our facilities and ensure environmentally-friendly practices throughout the School
- Ensure ongoing effective risk management

Ensure forward-looking leadership and governance of the School

- Implement a formal leadership development program and succession planning for all senior staff
- Ensure the Board continues to have the needed expertise and diversity of skills to govern the School
- Develop strategies to ensure ongoing Board evaluation and development