



ST. MILDRED'S-LIGHTBOURN SCHOOL
The Educational Journey of a Lifetime

The Journey Continues...

Strategic Plan
2009 - 2014

St. Mildred's-Lightbourn School Strategic Plan 2009 - 2014

Introduction

In the Fall of 2008, the Board of Governors and the Head of School of St. Mildred's-Lightbourn School (SMLS) identified the need to renew the School's strategic plan as the strategies outlined in the School's 2005 Strategic Plan had been implemented.

In November 2008 a Steering Committee consisting of the following individuals was appointed to guide and manage the process: Jess Mann - Co-Chair of Strategic Planning Committee, Vice Chair of the Board of Governors, Managing Director and Head, Scotiatrust; Jane Wightman - Co-Chair of Strategic Planning Committee, Head of School; Christie Henderson, Member of the Board of Governors, Managing Partner, Henderson Partners, Alumna; Carol Willson, Chair of Risk Management Committee - Board of Governors, Executive Director of Business Risk Services, Ernst & Young; Dorothy Byers, Head of Senior School; Karen Dyne, Head of Art; Sandra Hutton, Coordinator Grade 5 and Grade 6; Irene McRae, Head of Junior School; and Susan Wright, The Randolph Group, Facilitator.

Over the past twelve months we have reviewed local, national and global trends affecting independent schools and our community. We have consulted with a broad cross-section of the SMLS community including students, faculty and staff, parents, and alumnae. The Board and Senior Management Team have participated in two planning workshops. A Town Hall feedback session was held in May along with a staff feedback session.

The next step in the process will be to develop the necessary action plans to bring the strategies to life. We look forward to your ongoing input and feedback as our planning moves forward.

Vision

Our vision describes how we want to be seen as a school in the broader world:

Our vision is to be respected in local and global communities for our insights and expertise in educating young women, and for the exceptional qualities of our students and faculty.

Mission

Our mission describes our purpose or raison d'être:

At St. Mildred's-Lightbourn School our mission is to:

- Inspire, challenge and support girls to achieve their personal best
- Develop exceptional young women who have the resilience and character to excel and contribute to society throughout their lives

Values

Established in 1891, St. Mildred's-Lightbourn School has a proud heritage of excellence in education for girls and young women. Our Anglican founders held strong beliefs – a commitment to the worth of every person, the rich complexity of community, and the value of persistent hope and principled conviction. Today our community welcomes individuals from many faiths and cultures into our warm, caring and nurturing environment. Our values reflect both our Anglican roots and our commitment to welcoming an increasingly diverse community to our School.

As we look ahead, we know that the environment in which we operate will continue to change rapidly, and our strategies may need to evolve. But we believe that our values (core beliefs and principles) should be enduring and guide our behaviour and decision-making in the years ahead:

Respect – For the individual and the community:

We respect and celebrate our Anglican roots, our traditions, the diversity of individuals in our school community and the broader communities and environment in which we learn, work and live.

Integrity – In all that we do:

Honesty and responsibility are fundamental to everything we do – from the classroom to the boardroom.

Innovation – We believe in moving forward:

We are a place where new ideas and promising practices can be explored, evaluated and flourish.

Commitment – We are dedicated to our pursuits:

We recognize our responsibilities to each other and to the world, and we will stand by our word and persevere with passion, pride and hard work.

Excellence - We strive to be the best at what we do:

We aim high – in our expectations, our standards and the ways in which we prepare girls to achieve their personal best.

Strategic Directions 2009 – 2014

Our strategic objectives and supporting strategies identify critical areas where we will focus our energies over the next five years. These are described on the following pages. The high-level strategies are finalized and the School will work on one year action plans, as part of this five year plan, to ensure the implementation of these strategies and achieve these objectives.

A. Exceptional Academic Experience

Background

We provide a strong and comprehensive academic program designed for girls, and infuse the latest research on how girls learn and develop into every aspect of school life. In recent years we have strengthened our academic offerings in many ways including, for example, the provision of more Advanced Placement courses and the provision of a laptop program from grades 6 to 12. 100% of our graduates pursue post-secondary education, and increasingly our graduates are attending universities in other countries. Our alumnae continue to excel academically – many of them pursue post-graduate degrees.

As we look ahead, we recognize the need to reach higher – to undertake a set of strategies that will enrich the academic program of the School and ensure that our girls are inspired, challenged and supported to achieve their personal best.

Strategic Directions 2009 - 2014

Strategic Objective

A. Provide an exceptional academic experience

High Level Strategies

1. Explore and implement **innovative academic programs** which will prepare girls for life in a fast-changing global environment *(e.g. offering alternate languages at an early age)*
2. Enhance **support for the individual learning needs of our girls** *(i.e. enrichment, remediation, differentiated instruction)*
3. Explore ways to ensure **successful transitions** for girls through various stages of their academic journey *(e.g. Junior School to Senior School; Senior School to post-secondary)*

4. Support, develop and celebrate **teaching excellence and leadership**
5. Enhance our **teaching and learning strategies (including the use of technology)** to support effective learning and academic excellence

B. Citizenship, Lifelong Learning and Leadership in a Global Society

Background

At SMLS we know that some of the most important learning opportunities happen outside the classroom. We provide our students with many ways to learn, serve and lead and offer a broad range of co-curricular programs including, for example, FIRST Robotics and FIRST LEGO® League, music, art, drama, sport and fitness, debating and many other clubs. Our girls are actively involved in supporting many local community initiatives and events. Our unique Global Studies program, involvement in the international Round Square Association and the Duke of Edinburgh's Award Program are strengths upon which we can build.

As we look to the future, we know that our girls will need new opportunities to help them further develop their resilience and character.

Strategic Directions 2009 - 2014

Strategic Objective

B. Prepare our girls for citizenship and leadership in a global society

High Level Strategies

1. Strengthen our **co-curricular program** (to include, but not be limited to, an enhanced emphasis on health and wellness, and more interaction with other schools)
2. Enhance and support **diversity** in the school population
3. Enhance relevant learning experiences outside the classroom through **a broad range of meaningful connections with local communities**
4. Establish and leverage **connections with post-secondary institutions** nationally and internationally to support program enrichment, research and future opportunities for our students
5. Explore ways by which the School can strengthen its role as a **centre for innovation and leadership** in young women's education

C. Strong and Engaged SMLS Community

Background

One of the defining attributes of SMLS is its strong and caring community. The connections and bonds that exist between students, parents, alumnae, faculty and staff enrich all of our lives in many ways. We benefit from the volunteers of all ages who contribute to the betterment of the School and the community.

While our community is strong, we believe it can be stronger. As we look to the future, we believe that together we can do more to support our students, our graduates, each other and the School.

Strategic Directions 2009 - 2014

Strategic Objective

C. Strengthen and engage the SMLS community

High Level Strategies

1. **Reach out to more alumnae** and involve them in the life of the School
2. Enhance opportunities **for parents, past-parents and grandparents** to be engaged in the life of the School
3. Develop a full **continuum of mentoring opportunities** to support our students and graduates throughout their lifelong journey (while at school and after graduation)
4. Further utilize **the power of technology to build, support and link the SMLS community**

D. Sustainable & Accountable School

Background

We recognize our responsibilities to current and future generations of the SMLS community and to the broader community. In order to be a great school we need to be sustainable – in all dimensions. In recent years we've enhanced our programs and facilities, including enhanced learning facilities, the athletic complex and arts centre. In the coming years, we need to complete the final phase of our 10-year Strategic Building Plan, which includes multi-purpose classrooms, Dining Hall and Kitchen, Student Centre, Music Facility and Senior Resource Centre.

If we are to sustain our commitment to excellence and innovation we will need to ensure ongoing prudent fiscal management and enhance our revenue base to support our strategic initiatives. Wise and dynamic leadership and governance will be important foundations for our future.

Strategic Directions 2009 - 2014

Strategic Objective

D. Ensure future sustainability and accountability

High Level Strategies

1. Implement strategies to ensure the School's ongoing fiscal responsibility and **long-term strength and fiscal viability**
2. Increase **awareness** of the School and its unique strengths
3. Build a **stronger culture of philanthropy** to support strategic initiatives
4. Become a **greener and more sustainable school** through facility and operational improvements
5. Ensure **effective, forward-looking leadership and governance** of the School including ongoing accountability and reporting to the SMLS community

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.



ST. MILDRED'S-LIGHTBOURN SCHOOL

The Educational Journey of a Lifetime

1080 Linbrook Road, Oakville, ON L6J 2L1
Tel: 905-845-2386