



Developing 21st Century Learners

The Galloway School Strategic Plan

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Mission Statement

THE GALLOWAY SCHOOL is dedicated to providing a challenging educational program of the highest quality in a Christian environment, an environment which will nourish each child's self-esteem and guide development of moral values and skills needed to excel as students and as citizens in society.

"If we teach today like we did yesterday; we rob our children of tomorrow."

-John Dewey



COLLEGE PREP . LIFE READY!

In a short and simple phrase – loaded with meaning and purpose, The Galloway School is committed to a first-rate 21st century college and career ready preparatory education designed to take students anywhere!

This commitment begins at the top with our newly appointed members of The Galloway School Board of Trustees; supporting the vision of James and Marie Galloway. This Board has vision, integrity, transparency, and is totally committed to leveraging and extending their time, skills, and interests far beyond the monthly Board meetings. A group of professionals, business men and women, educators, parents, community leaders, invested in leading The Galloway School to endless possibilities!

The Galloway School is under new LEADERSHIP, and the time is ripe for a **BOLD, NEW, 21ST CENTURY VISION!**

A vision that includes:

- ✓ **A Continuous Improvement Mindset**
- ✓ **Hiring and Retaining the Best Teachers**
- ✓ **Comprehensive Development and Marketing Plan**
- ✓ **Leadership Cultivation** (Teachers and Students)
- ✓ **21st Century Learning Materials**
- ✓ **Defining and Publishing a NEW Galloway Learning Model That Is Innovative and Visionary in a Highly Competitive School Market**
- ✓ **Transforming All Classrooms Into 21st Century High-Tech Classrooms**
- ✓ **Expanding of Fine Arts, Athletics, and Elective Courses Outside of the Regular School Day**
- ✓ **Providing a Comprehensive Professional Development Program to Provide Teacher Training in the New Learning Model**
- ✓ **Attain school accreditation with additional school accreditation agencies such as: AdvancED and I.S.A.S. (Independent School Association of the Southwest) to further raise our status as a top independent school and provide a system for on-going school improvement and accountability.**
- ✓ **Grow a highly reputable middle school and high school that rivals any well-established public or private school in the Greater Houston Area**

With the opening of a new chapter in the history of our school, we are launching a new strategic vision that refines and builds upon the previous 5-Year Plan developed in 2011. This new strategic plan, “Developing 21st Century Learners”, represents our school’s bold mission to become the school well-know for innovation, quality instruction, and high standards of achievement.

Building on Galloway’s previous success, we are committed to exploring endless possibilities to achieve amazing results!

Galloway’s new vision plan, *“Developing 21st Century Leaners”*, will set the course for a sustainable middle school program by 2016.

“Failure Is Not An Option!” Our middle school program must reach a sustained enrollment of 15-20 students returning after the 5th grade. We must stop the current trend of a “Mass Exodus” after the 5th grade year because our middle school programs are not perceived lacking rigor, opportunity, or innovation. We must set a firm goal of retaining (15-20) students in 7th and 8th grades to even consider being competitive in the middle school market. Our current instructional model must be authentic, “One-of-a Kind!”

Where do we begin?

To coin a phrase from Stephen Covey, “We begin with the end in mind.” We decide what our niche is going to be. PK3 – 5th? PK3-8th, PK3-12th? The time to get serious about where we are and where we want to go is NOW!

Exemplary Independent Schools do (5) Things Well. They find a way to....

- 1.) Hire well (Highly Qualified Teachers and Administrators)
- 2.) Change the school culture from fragmentation, isolation, and skepticism to one of respect, trust, collaboration, and build a community of servant leaders
- 3.) Inspire parents to become engaged participants in the school’s new vision!
- 4.) Cultivate a “marketing and philanthropic” mindset throughout the school community (We all must market our school and contribute our “fair share”
- 5.) Dare to be different! Be what others are not. Offer something special!

In order to hire and retain qualified faculty and staff members in this highly competitive market, Galloway will maintain competitive salaries and develop a strategic professional development plan tightly aligned to 21st Century Learning.

We will continue to nurture the sense of community at Galloway by providing year-round campus offerings that support our students and families and include current parent education programs.

As our facilities play an important role in creating an atmosphere conducive to 21st century learning, the school will evaluate the most recent facilities plan to determine the effectiveness of our current facilities usage.

A trifold combination of inbound, outbound, and word-of-mouth marketing emphasizing (inbound) will help the school increase our geographic base of families and effectively and systematically promote the Galloway advantage.

In order to ensure our financial sustainability to support this bold, new direction, we will launch a well-designed, Annual Fund Campaign, Business Partnerships, Matching Grants, Stronger Financial Aid Program, and a Renewed Commitment and Partnership with the Galloway Foundation.

2014-2018 VISION: “DEVELOPING 21ST CENTURY LEARNERS”

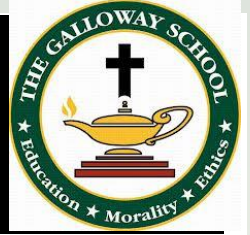
In order to prepare a generation of students to thrive in the 21st Century global community, The Galloway School will offer a dynamic curriculum that is cutting-edge, yet grounded in sound educational research, theory, and best practices.

We will cultivate our students; innate curiosity by nurturing divergent intelligences and by providing a safe environment for the exchange of complex ideas.

This strategic direction will enhance our reputation as a premier, highly competitive, co-educational preschool through high school.



STRATEGIC PRIORITIES



Programs

1. Prepare students for their future in the 21st century by further strengthening our dynamic curriculum
2. Support the school's mission and vision by assessing and developing an effective leadership structure to lead this new vision.

People

3. Secure qualified professionals who contribute to our vibrant community through their innovative, energetic, and inspirational work
4. Meet the needs of students by ensuring a purposefully inclusive community that provides a balanced quality of life

Resources

5. Design and implement a physical facilities plan that captures the vision and spirit of Galloway in the 21st century.
6. Promote the school's unique identity to the Galloway community and beyond.
7. Ensure financial sustainability, competitiveness, and availability of a Galloway education by building a sustainable endowment and strong reserves.

PRIORITY 1

Prepare students for the future in the 21st century by further strengthening our dynamic curriculum

Objectives

- Through specifically designed service learning and leadership opportunities, develop key attributes for responsibility global citizenship
- Redesign language offerings to better facilitate relationships in a broader world
- Incorporate leading technologies for effective teaching and learning
- Move toward more collaborative, problem-based learning through direct application of attained skills to real world issues and solutions.
- Promote student stewardship of the Earth and respect for our natural environment
- Provide opportunities to develop leaders through a well defined student leadership program

Rationale

For 20 years, Galloway has emphasized the importance of a well-rounded education, preparing students emotionally and socially as well as academically. The skills required to compete in an increasingly global world have changed and will continue to change; therefore, the school's curriculum must continue to evolve accordingly. To educate this new generation, Galloway must empower students with the necessary tools, skills, and new literacies essential for tomorrow.



PRIORITY 2

Support the school's mission and vision by assessing, expanding, and developing an effective infrastructure to support 21st century learning and school growth

Objectives

- **Assess programs based on research, theory, and best practice to determine the ideal curriculum structure for maximum school improvement**
- **Define the leadership team required to achieve the bold new direction for our school**



Rationale

As Galloway hones our dynamic curriculum, the organizational structure and programmatic format must continue to meet students' changing educational needs. Defining a comprehensive organizational chart to support the growth of Galloway in a highly competitive marketplace is a critical component to a rigorous and financially stable 21st century learning organization.

PRIORITY 3

Secure qualified professionals who contribute to our vibrant community through their innovative, energetic, and inspirational work

Objectives

- **Maintain competitive teacher salaries in the current market by reaching a compensation goal of 80% of the CCISD salary pay scale**
- **Develop an HR recruitment plan that includes outside recruitment trips, signing bonuses, and diverse advertising**
- **Provide on-going professional development opportunities to support teacher needs**
- **Explore ways to foster a balanced quality of life for faculty and staff**

Rationale

In view of the decreasing pool of teachers in the highly competitive market, securing and retaining talented professionals is critical to the success of Galloway's educational program. Faculty and staff remain our biggest assets in order to accomplish our mission. To attract and retain these individuals, Galloway must continue to assess, adjust, and develop a competitive salary schedule and benefits package. Most importantly, we must ensure our work environment is safe, supportive and encouraging.

PRIORITY 4

Meet the needs of students by ensuring a purposefully inclusive community that provides a balanced quality of life

Objectives

- **Develop a plan for auxiliary programs to include year-round campus offerings that support the needs of our students and their families, providing opportunities for a more balanced quality of life**
- **Research and implement a parent education program that supports parenting today**
- **Expand current elective and after school clubs/organizations that align with 21st century learning**
- **Plan socials to promote recreation and leisure activities to give our students opportunities for broader social interaction with students from other schools**

Rationale

Since our founding, Galloway has maintained a strong sense of community among students, faculty/staff, and parents, helping to create an inclusive, safe, and supportive atmosphere. However, the increased pace of modern life presents new challenges for Galloway. In order to preserve our unique sense of community, while ensuring the quality of the educational program remains, the school will evaluate a variety of adjustments to improve the quality of daily and communal life. Additionally, the school will formalize parent education programs to offer parents current educational and developmental research to help raise successful and healthy students today.

PRIORITY 5

Design and implement a physical facilities plan that captures the vision and spirit of Galloway in the 21st century

Objectives

- **Determine the sequence of building priorities to support decisions regarding educational programs**
- **Maximize the use of buildings and campus grounds by re-evaluating the allocation of space**
- **Create a facilities plan for possible high school expansion**
- **Develop plans for the expansion of sports to include: soccer, football, baseball, track, and tennis.**

Rationale

Galloway continues to experience student attrition at the fifth grade level. Reasons provided by parents include:

- ✓ Lack of sports facilities to support athletic programs
- ✓ Limited student numbers
- ✓ Lack of fine arts programs
- ✓ Lack of social activities with other school groups
- ✓ No plans for a high school

The school must continue to provide hope for current students and families who want to remain at Galloway throughout their child's education.

To ensure our students are prepared for their future, the school must continue to make the most effective use of available space and implement a new facilities study to determine feasibility for a high school at a future date.

Rationale

Due to a state of a rebounding economy nationwide, Galloway must continue to mine our existing markets and also broaden our geographical reach to attract new families using previously untapped professional marketing resources. By educating families about the benefits of a Galloway education, the school will continue to recruit and retain students of promise and potential. We must rebuild our reputation through major school reform initiatives.

PRIORITY 6

Promote the school's new direction within the community and beyond

Objectives

- **Identify innovative school marketing strategies using best practices for inbound and outbound marketing.**
- **Continue to improve the school's new website and hire a communications specialist skilled in web design and social media marketing**
- **Professionally market a cohesive image for the school that is consistent with our mission, vision, and values by developing school marketing materials that define who we are and what we offer.**
- **Expand Word-of -Mouth marketing practices through the establishment of parent and student ambassador programs and a school marketing committee**
- **Promote Galloway to non-traditional market areas: Dickinson ISD, Mothers' Day Out Programs, Home School Organizations, and Montessori supporters.**

PRIORITY 7

Ensure financial sustainability, competitiveness, and availability of a 21st century Galloway education by building a growing endowment and reserves, and defining our priorities for school improvement with gifts, contributions and restrictive fund deposits to reflect our solvency.

Objectives

- **Develop a financial aid program that maximizes the school's effectiveness in meeting the needs of a wide ranges of students and families and serves as a recruitment tool for teachers through enrollment discounts**
- **Fund a financial aid program that supports families from a broader range of the socioeconomic spectrum**
- **Ensure financial sustainability by gaining The Galloway Foundation's trust and support. With a renewed commitment from The Galloway Foundation, grantors and donors will see the commitment and support from within our school organization that is imperative to achieve external donations.**

Rationale

Although Galloway has demonstrated a sound financial portfolio in the past, the school's reserves have been significantly reduced in an effort to increase teacher compensation, improve and maintain our current facilities, increase marketing efforts, and expand program offerings to compete in a highly competitive school market.

We must increase school revenue through tuition increases and fund-raising to increase teacher salaries, provide group healthcare program and retirement savings program. The Galloway school must convince donors that our vision is in place and our resolve is strong. Our vision must be supported through increased staffing, improved facilities and maintenance funds, and the growth of financial reserves with current tuition rates and annual revenue.

While Galloway needs to develop other sources of revenues and establish sustainable financial policies for long-term financial health, we need to secure future support from the Galloway Foundation as well as other business partnerships and alumni donor base.

These additional funds will enable school leaders to develop a highly innovative program that will transform Galloway's current program into a dynamic 21st century model to attract families seeking quality educational experiences in a competitive market. We can not secure new donors or business partners without The Galloway Foundation's support.

NEXT STEPS

- ✓ **Adopt strategic vision goals and objectives for “Developing 21st Century Learners”.**
- ✓ **Organize Strategic Plan Steering Committee and sub-committees**
- ✓ **Develop strategies and initiatives to accomplish each goal.**
- ✓ **Develop a NEW Instructional Model attract and retain families who are seeking a highly innovative, highly successful program in a small, caring, faith-based school environment.**
- ✓ **Market! Market! Market!**

SHARE AND SELL THE NEW PLAN!

**IF YOU BUILD IT,
THEY WILL COME.**

