

# STRATEGIC PLAN UPDATE 2017



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# PREAMBLE

In September 2013 following 16 months of thoughtful, research-driven collaboration of a diverse group of community stakeholders—faculty, staff, parents, students, and volunteer leaders—Parker’s Board of Trustees approved a working Strategic Plan (The Plan).

The Plan provides a roadmap for ensuring that students develop personal traits and qualities essential for success—not only in college, but throughout their adult lives. The objective of the Plan is to position each student to reach “as far as the mind can see” through an unwavering commitment to achieving excellence in all facets of academic life.

Over the course of the 2016-2017 academic year, we assumed the task of reviewing The Plan: first, to celebrate successes achieved; second, to modify and strengthen each of the eight original pillars as necessary and appropriate.

Predictably, progress/success in some of the initiatives has been more pronounced than in others. Namely, we have identified a viable on-site parking solution; dedicated classroom space for a Parker Design Laboratory; and redefined the daily schedule and annual calendar to support academics, arts, and athletics. That said, there is additional important work to be done.

The updated version of the Plan has consolidated all aspects of the 2013 version, focusing on seven core goals: inspiring excellence in teaching, program, and curriculum; enriching the student experience; celebrating Parker’s identity; fostering a culture of philanthropy; reaffirming our commitment to inclusivity; ensuring financial sustainability; and expanding our public purpose.

Our work on The Plan review was inspired in large measure by feedback received from trustees, faculty, staff, students, parents, and volunteer leaders. In particular, the results of the 2017 parent survey administered by Ian Symmonds and Associates reaffirmed a commitment to those components that arguably matter most. Interestingly and of special note, the survey revealed that when asked about the determining factors in choosing Parker, the top five responses submitted by families were: quality of faculty; academic rigor; character development; breadth of curriculum; and access to faculty.

Following, please find the updated and Board of Trustees approved version of the Parker Strategic Plan which we believe will redouble a sense of pride and purpose as we continue “to create and inspire a diverse community of independent thinkers whose academic excellence, global perspective, and strength of character prepare them to make a meaningful difference in the world.” To turn an old phrase, there are more good things to come. Of that, we are supremely confident.

# MISSION, VISION, AND VALUES

## MISSION

*Our mission is timeless, answering the fundamental question, “Why do we exist?” Our mission affirms our identity, validates our work and shapes our culture, reinforcing who we serve and why.*

To create and inspire a diverse community of independent thinkers whose academic excellence, global perspective, and strength of character prepare them to make a meaningful difference in the world.

## VISION FOR PARKER GRADUATES

*Our vision is aspirational, creating a roadmap of what we hope for the future. Our vision sets direction, promotes growth and innovation, and unites our community around the greater good.*

Parker graduates students who embody those qualities essential for academic success and personal fulfillment—intellectual curiosity, creative thinking, a passion for learning, a sense of ethical responsibility, self-reliance, community engagement, and global competence—by offering a balanced, challenging, and integrated JK to Grade 12 educational program in academics, athletics, and the arts, all in a vibrant and diverse school community.

Parker is committed to developing students who:

- strive for academic excellence while maintaining a balance of social and emotional well-being
- possess the necessary skills, aptitude, and imagination to participate in the fundamental human conversation on what is right, fair, and good
- think critically, write persuasively, and communicate confidently
- are familiar with the cultural, political, historical, scientific, ethical, and economic forces shaping the world
- develop the necessary tools to realize their individual talents and potential in their academic and professional lives
- embrace the larger world through meaningful, age-appropriate opportunities for experiential education

## VALUES

*Our core values support the mission and vision, affirming our principles, beliefs, priorities, and philosophy, shared by all members of the community.*

Students First  
Academic Excellence  
Global Perspective  
Strength of Character  
Inclusive Community  
No Limit to Better

# ACADEMIC PROGRAM AND INSTRUCTION

## RIGOROUS AND RELEVANT ACADEMIC PROGRAM

**Maintain a comprehensive JK to Grade 12 scope and sequence ensuring appropriate curriculum and opportunities for students to demonstrate academic achievement and attain clear learning outcomes.**

GOALS AND OBJECTIVES	ACTION ITEMS
<p>Scope and sequence documentation is accessible to the Parker community.</p> <p>Document student achievement based on internal and external assessments, including but not limited to college matriculation.</p>	<ul style="list-style-type: none"><li>• Review and improve JK to Grade 12 scope and sequence to ensure that Parker delivers an academically rigorous curriculum, affording in-depth content in all subject areas.</li><li>• Define student learning outcomes, grade-level proficiencies, and graduation requirements.</li><li>• Ensure faculty adheres to scope and sequence protocol.</li><li>• Create and implement internal and alternative external assessments that yield comparative data across all divisions and grade levels.</li></ul>
<p>Create an improvement plan that assesses the quality and value of all programs and instruction based on relevance to the student experience.</p>	<ul style="list-style-type: none"><li>• Regularly review and monitor all programs for quality and value.</li><li>• Hold faculty accountable to the highest professional standards through ongoing evaluation.</li></ul>
<p>Produce shared teaching norms, student assessments, and grading rubrics across grade levels and content areas.</p>	<ul style="list-style-type: none"><li>• Integrate proven and innovative methods of teaching and assessment that complement and improve current practices (e.g., common assessments, performance assessments, interdisciplinary project-based assessments).</li><li>• Design instruction and develop assessments that ensure students demonstrate mastery of content knowledge and essential skills.</li></ul>

# ACADEMIC PROGRAM AND INSTRUCTION

## DESIGN THINKING

**Students grasp the fundamentals of design thinking, positioning them to execute entrepreneurial projects.**

### GOALS AND OBJECTIVES

Students demonstrate and transfer the essential skills of flexible thinking, risk-taking, collaboration, resilience, and creative problem solving throughout the JK to Grade 12 learning continuum.

### ACTION ITEMS

- Create and offer courses which allow students to develop, design, collaborate and execute ideas from inception to completion.
- Optimize use of designated design spaces on both campuses.
- Create learning opportunities for individuals and student teams to apply their knowledge and skills learned through projects and courses.
- Identify opportunities for students to participate in local, regional, and national design thinking competitions and symposiums.
- Identify mentoring opportunities with educational and professional partners.
- Identify opportunities for faculty to showcase design thinking work regionally and nationally.
- Provide faculty development and parent education opportunities, reinforcing the merits of design thinking.

# ACADEMIC PROGRAM AND INSTRUCTION

## TECHNOLOGY FLUENCY AND CITIZENSHIP

**Provide students, faculty, and staff with the tools, skills, and ongoing support to become responsible and productive digital citizens.**

GOALS AND OBJECTIVES	ACTION ITEMS
Provide students with technology skills and support Grades JK to 12.	<ul style="list-style-type: none"> <li>Define the appropriate technology skills for students at each grade-level.</li> <li>Clarify the role of educational technology in support of ongoing classroom instruction.</li> <li>Update technology scope and sequence as appropriate and ensure its access by the Parker community.</li> </ul>
Increase of number of students participating in programming and coding in all three divisions.	<ul style="list-style-type: none"> <li>Heighten student interest, relevance, and application of programming and coding.</li> <li>Offer innovative programming and coding courses, learning opportunities, and resources at all three divisions.</li> </ul>
Define and teach the appropriate technology skills for faculty and staff at each division.	<ul style="list-style-type: none"> <li>Provide differentiated technology instruction opportunities for faculty and staff, including skill level-specific technology training.</li> <li>Adopt appropriate technology skills and expectations required of faculty and staff (i.e., email protocol, social media use, and specific expectations for electronic communication with parents including response times, tone, privacy, etc.).</li> <li>Identify and train faculty to teach colleagues and pilot cutting-edge technology in support of student learning.</li> <li>Foster collaboration across divisions and departments.</li> <li>Include technology expectations as part of annual evaluations.</li> </ul>
Define, consolidate, and improve all data information systems and accounts.	<ul style="list-style-type: none"> <li>Create technology production schedule that identifies roles, responsibilities and target dates for routine items in the annual school cycle.</li> <li>Optimize the number of systems and accounts.</li> <li>Standardize record keeping across departments and divisions.</li> <li>Ensure privacy and security of all systems and accounts.</li> <li>Standardize document naming, organizational conventions, and data entry conventions per an established style guide and data dictionary.</li> <li>Ensure record keeping practices conform to relevant government standards including but not limited to HIPPA, COPPA, and FERPA.</li> </ul>

# ACADEMIC PROGRAM AND INSTRUCTION

## EXCELLENCE IN TEACHING

**Support and promote excellence in teaching.**

GOALS AND OBJECTIVES	ACTION ITEMS
Revamp JK to Grade 12 performance evaluation process ensuring consistent employee evaluation.	<ul style="list-style-type: none"><li>• Monitor, evaluate and support excellence in teaching.</li><li>• Establish professional standards for ongoing improvement evidenced through effective assessment tools, feedback loops, and professional portfolios.</li><li>• Include student feedback in the evaluation process.</li><li>• Clarify Department Chair roles and responsibilities on assessment and succession planning, ensuring consistent philosophy, policy, and practice.</li><li>• Address performance issues with faculty and staff.</li></ul>
Recognize excellence in teaching.	<ul style="list-style-type: none"><li>• Define criteria for “exceeding expectations.”</li><li>• Create appropriate rewards (i.e., financial or leadership recognition).</li></ul>



# STUDENT EXPERIENCE LEARNING ENVIRONMENT

**Assess the daily schedule, annual academic calendar, student workload guidelines, and use of space to achieve balance in the student experience and provide additional opportunities for collaboration.**

## GOALS AND OBJECTIVES

## ACTION ITEMS

Daily schedule optimizes instructional time, supports diverse course offerings, recognizes the importance of extracurricular activities and free time, ensures optimal student health and academic performance, and creates opportunities for collaboration.

Faculty comply with homework and workload guidelines.

Efficient and effective use of classroom space.

- Review the daily academic schedule and calendar periodically to ensure the best possible learning environment.
- Evaluate the class day start time in an effort to ensure the best possible learning environment.
- Ensure sufficient time is allotted in the day to meet academic and non-academic (transitions, co-curricular activities, advisory, wellness, etc.) demands of a Parker education.
- Review school-wide homework load and general workload philosophy to ensure student wellness and academic achievement.
- Encourage student feedback on matters related to the general learning environment.
- Explore alternative models of classroom design, ensuring spaces are matched in size and proportion to the number of students and the physical needs of the course.
- Preserve optimal student-to-teacher ratios.

# STUDENT EXPERIENCE

## GLOBAL EDUCATION PROGRAM

**Integrate fully a global education perspective into the JK to Grade 12 learning experience.**

GOALS AND OBJECTIVES	ACTION ITEMS
Global Education Program is integrated effectively into the academic experience in all three divisions.	<ul style="list-style-type: none"><li>• Embed the Global Education Program in the Upper School, enhancing course content.</li><li>• Continue to refine and grow the Global Education experience at Lower School.</li><li>• Ensure effective and comprehensive Global Education Program leadership.</li><li>• Pilot one-year course offering that supports an Upper School Global Studies trip.</li><li>• Investigate the possibility of awarding a formal student “Global Education Certificate” and/or applying for NAIS accreditation.</li><li>• Expand program leader base, reinforce program leader expectations, and review trip calendars.</li><li>• Increase opportunities and forums for students to share global trip experiences with the Parker community (i.e., across divisions and campuses).</li><li>• Strengthen risk management protocol and ensure all leaders complete requisite training for international student travel.</li><li>• Explore the feasibility of including the cost of Middle School Discovery Week in tuition.</li></ul>
Ensure trips provide comprehensive travel and cultural immersion experiences.	<ul style="list-style-type: none"><li>• Solicit and chronicle student feedback.</li><li>• Seek input from parents, faculty, and recent alumni.</li><li>• Schedule and hold formal debrief sessions.</li></ul>
Further heighten Parker’s visibility as a leader in global studies programs.	<ul style="list-style-type: none"><li>• Educate the Parker community on the value of the Global Education Program.</li><li>• Foster partnerships with overseas providers.</li><li>• Create additional opportunities for student and faculty exchanges (virtual and actual).</li></ul>

# STUDENT EXPERIENCE

## CHARACTER EDUCATION AND LEADERSHIP

**Develop character education and leadership skills that foster a range of essential characteristics and core values.**

GOALS AND OBJECTIVES	ACTION ITEMS
Implement a JK to Grade 12 curricular-based character education program.	<ul style="list-style-type: none"><li>• Develop and implement an age-appropriate character education program at each division using the Lower School construct of S.T.R.I.V.E.</li><li>• Parker community—students, parents, faculty, staff, and administration—model the essential characteristics and core values of character development.</li></ul>
Increase opportunities for students to exercise leadership skills.	<ul style="list-style-type: none"><li>• Provide additional leadership training opportunities for students.</li></ul>
Ensure character education in all areas of school life.	<ul style="list-style-type: none"><li>• Student-athletes, coaches, and parents adhere to the CIF Athletic Code of Conduct with an emphasis on good sportsmanship.</li><li>• Foster core values of respect, empathy, and inclusivity beyond the classroom (e.g., on the playground, on the bus, in the cafeteria, before and after school, and with staff).</li></ul>
Provide opportunities in innovative entrepreneurial internships in partnership with for-profit, nonprofit, and educational businesses and institutions.	<ul style="list-style-type: none"><li>• Explore innovative practices and models to strengthen and expand current program.</li><li>• Maintain current relationships and broker new relationships with local businesses, colleges and universities, and civic organizations.</li></ul>
Students demonstrate acquired skills as a result of their internship experiences.	<ul style="list-style-type: none"><li>• Empower students to demonstrate their learning and mastery of workplace skills in the classroom and elsewhere.</li></ul>

# STUDENT EXPERIENCE

## STUDENT WELLNESS

**Emphasizing wellness, providing students with every opportunity to achieve their full potential.**

GOALS AND OBJECTIVES	ACTION ITEMS
Reinforce student wellness programs.	<ul style="list-style-type: none"><li>• Provide guidance on mental health, physical well-being, and support of lifetime fitness.</li><li>• Educate parents and students on the importance of wellness.</li><li>• Provide annual wellness and health screenings/evaluations by licensed health care professionals.</li><li>• Strengthen our crisis response plan by providing a network of experts to assist in the event of a crisis.</li></ul>
Provide best practices and appropriate support for students with learning challenges.	<ul style="list-style-type: none"><li>• Students are referred to the Academic Resource Center (ARC) using appropriate evaluative protocols.</li><li>• Create appropriate referral processes to determine the length and extent of recommended services.</li><li>• Provide ongoing professional development for teachers.</li></ul>
Consolidate student records (academic progress, health information) into a comprehensive online data management platform.	<ul style="list-style-type: none"><li>• Establish clear objectives, policies, and protocols for student support and student wellness.</li><li>• Institute formalized JK to Grade 12 student support teams.</li></ul>
Maintain and review school-wide nutritional guidelines.	<ul style="list-style-type: none"><li>• Ensure that appropriate nutritional guidelines are met or exceed state and/or national standards.</li></ul>

# STUDENT EXPERIENCE

## ATHLETICS

**Parker augments its historic commitment to excellence in athletics as part of a larger and ongoing School commitment, understanding that athletics are fundamentally educational and promote health and well-being.**

GOALS AND OBJECTIVES	ACTION ITEMS
Attract, admit, and retain qualified student-athletes who embody the core values of Parker.	<ul style="list-style-type: none"><li>• Partner with the Admissions Office in outreach and recruiting efforts.</li><li>• Promote student-athletes who sustain excellence in athletics while engaging fully in the life of the School and serving as exemplars of Parker’s commitment to educating the whole child.</li></ul>
Parker coaches are first and foremost, educators.	<ul style="list-style-type: none"><li>• Hire and retain experienced coaches who teach student-athletes the fundamentals of their sport, serve as role models for sportsmanship, and build teams and train athletes who compete at the highest level.</li></ul>
Facilities meet the current and future needs of athletic competition and support the overall physical education program.	<ul style="list-style-type: none"><li>• Replace aging athletic facilities with state-of-the-art physical education and athletic facilities as defined in the Linda Vista Campus Master Plan.</li></ul>
All students understand participation in athletics is a privilege and model integrity, accountability, and sportsmanship.	<ul style="list-style-type: none"><li>• Student-athletes, coaches, and parents adhere to the CIF Athletic Code of Conduct.</li><li>• Provide forums for students to discuss matters related to integrity, accountability, and sportsmanship in athletics.</li></ul>

# INCLUSIVE COMMUNITY PROGRAM AND CURRICULUM

**Support program and curriculum that promote the core values of diversity, inclusivity, and cultural competency, ensuring all members of the Parker community are valued and respected.**

GOALS AND OBJECTIVES	ACTION ITEMS
<p>Embrace diversity, inclusion, and equity.</p> <p>Ensure that diversity, inclusivity, and cultural competency are integrated into the classroom culture, teaching practices, and content.</p>	<ul style="list-style-type: none"><li>• Adopt and promote our diversity and inclusion statement.</li><li>• Engage faculty and staff in ongoing review of inclusive teaching and learning practices, with an exploration of content and curriculum.</li><li>• Provide speakers, forums, and professional development opportunities on diversity and inclusion.</li><li>• Further develop and support student diversity leadership groups.</li><li>• Update annually the Diversity and Inclusion Plan.</li><li>• Remain current on matters of diversity and inclusion.</li></ul>
<p>Follow the five (5) major recommendations from the 2016 Assessment of Inclusivity and Multiculturalism (AIM) Survey findings captured in the Diversity and Inclusion Plan.</p>	<ul style="list-style-type: none"><li>• Implement the five (5) major recommendations from the AIM survey.</li></ul>

# INCLUSIVE COMMUNITY

## RECRUITMENT AND RETENTION

**Emphasize the recruitment and retention of highly qualified students, faculty, staff, and Board members from diverse socio-economic, racial, and ethnic backgrounds.**

GOALS AND OBJECTIVES	ACTION ITEMS
<p>Double the number of school partnerships whose mission is to support historically underserved demographics.</p> <p>Increase the percentage of students of color from 32% to 40%, and double the percentage of African-American and Latino/a students by 2020.</p> <p>Update annually guiding principles and track demographics of all applicants, ensuring racial and gender diversity in hiring.</p>	<ul style="list-style-type: none"><li>• Develop and review annually an outreach plan that focuses on the recruitment and retention of a broad and diverse range of qualified students.</li><li>• Ensure racial and gender diversity is a guiding principle in the recruitment and retention of highly qualified faculty, staff, administration, and trustees.</li><li>• Track and benchmark socio-economic, racial, and ethnic diversity data for enrollment purposes.</li><li>• Track and benchmark regional, racial and ethnic diversity data for recruiting, hiring, and retaining faculty and staff.</li><li>• Note any attrition of families receiving financial assistance.</li></ul>
<p>Maintain percentage of students receiving financial assistance at 20%, and increase socio-economic diversity in all three divisions.</p> <p>Ensure that Parker financial assistance budget covers the full cost of attendance.</p>	<ul style="list-style-type: none"><li>• Update annually the full cost of a Parker education.</li><li>• Remove financial barriers (cost of admissions testing and admissions fee) preventing families from applying.</li></ul>
<p>Double the number of students attending Summer Program from underrepresented communities by 2020.</p>	<ul style="list-style-type: none"><li>• Expand existing summer outreach programs (e.g., Weickart Scholars) aimed at recruiting historically underserved students.</li></ul>

# PUBLIC PURPOSE

## ENGAGE THE COMMUNITY

**Serve as a portal for the exchange of innovative practices and ideas in the local and broader educational communities.**

GOALS AND OBJECTIVES	ACTION ITEMS
Establish a school identity that others seek for professional development opportunities and guidance.	<ul style="list-style-type: none"><li>• Become a destination for professional development opportunities, conferences, local alumni associations, civic organizations, and other groups.</li><li>• Maintain and expand student and faculty partnerships with local public schools, colleges and universities, community/civic organizations, and international school partners.</li><li>• Refine the University of San Diego (USD) Independent School Certification Program.</li></ul>
School leaders become active participants in local educational communities.	<ul style="list-style-type: none"><li>• Serve as innovators through participation in educational conferences and symposiums.</li></ul>



# IDENTITY AND BRANDING

## AS FAR AS THE MIND CAN SEE

**Market a comprehensive plan to heighten Parker’s visibility and strengthen its identity.**

GOALS AND OBJECTIVES	ACTION ITEMS
<p>Elevate the position of the Parker “window” as a metaphor concept, “as far as the mind can see” tagline as a conceptual message, and the mascot as a visual representation that drives future marketing campaigns and tethers annual marketing campaigns.</p> <p>Heighten brand identification.</p>	<ul style="list-style-type: none"> <li>• Stay true to School identity and connect to the mission statement in all messaging.</li> <li>• Ensure long-term consistency in messaging of the window, tagline, and mascot.</li> <li>• Develop a brand message (descriptive explanation and strategy) that illustrates the tagline on a deeper level.</li> </ul>
<p>Core values embodied in the mission statement are known to all key stakeholders.</p>	<ul style="list-style-type: none"> <li>• Capture at least one of Parker’s core values in all key messaging: academic excellence; character education; inclusive community; global citizenship.</li> </ul>
<p>Parker’s website is repositioned as the primary marketing platform for prospective families.</p> <p>The parent portal serves as the primary internal communication tool.</p>	<ul style="list-style-type: none"> <li>• Update website sections for arts, athletics, admissions, and for all School divisions.</li> <li>• Offer ongoing parent access, information, and support.</li> <li>• Solicit parent feedback through surveys, town hall meetings, focus groups, etc., measuring the impact of Parker communication efforts.</li> </ul>
<p>Elevate mission and reputation, exemplify the School’s core values, and reflect the strengths of a Parker education.</p>	<ul style="list-style-type: none"> <li>• Provide no fewer than 20 compelling stories annually in Parker collateral, website, and magazine.</li> <li>• Attention to stories that include a connection to the relationship between philanthropy and student outcomes.</li> <li>• Attention to stories that convey strong relationships between students and faculty/coaches/staff.</li> </ul>
<p>Consistent branding and messaging across all platforms and collateral material with attention to delivery, timing, and methods that service the Parker community.</p>	<ul style="list-style-type: none"> <li>• Marketing and Communications Office serves as a clearinghouse and service provider, ensuring consistency of Parker image, style, and brand.</li> <li>• Ensure consistent branding and messaging across all communication and marketing platforms.</li> <li>• Develop, coordinate, and deliver an annual production calendar of internal and external communications.</li> </ul>
<p>Families experience a seamless integration into the Parker community and between divisions.</p>	<ul style="list-style-type: none"> <li>• Oversee the multi-faceted, cross-divisional onboarding process to orient new-to-Parker and new-to-division families.</li> </ul>

# PHILANTHROPY

## INSPIRE SUPPORT FOR PARKER

Inspire giving and secure support to advance the School's mission and goals set forth in the Strategic Plan.

GOALS AND OBJECTIVES	ACTION ITEMS
Cultivate a culture of philanthropy.	<ul style="list-style-type: none"> <li>• Broadly disperse the responsibility of philanthropy among Parker community members.</li> <li>• Build awareness and acceptance of the value of giving.</li> <li>• View fundraising as a means of achieving program goals and ensuring the mission.</li> <li>• Deepen donor relationships with meaningful partnerships.</li> </ul>
Facilitate dialog with School leadership to produce an institutional long-term, 10-year resource plan.	<ul style="list-style-type: none"> <li>• Develop a resource plan to support the School's highest priorities.</li> <li>• Implement and execute a feasibility study on the capacity of the Parker community to support School priorities.</li> <li>• Consider Advancement and volunteer staff structure needed to carry out the plan.</li> <li>• Revisit, evaluate, and determine the use, need, and value of an Annual Fund (unrestricted current-use fund).</li> <li>• Create a timeline of future phases of the Linda Vista Campus Master Plan.</li> </ul>
Identify, cultivate, solicit and steward gifts to support the School's key initiatives.	<ul style="list-style-type: none"> <li>• Work with volunteers, faculty, and staff to train, educate, and empower to serve as philanthropic ambassadors.</li> <li>• Develop and provide a menu of multiple giving opportunities that help the School achieve key initiatives.</li> <li>• Develop and implement a post-campaign donor engagement plan.</li> <li>• Coordinate fundraising efforts with the Parents Association, Division Heads and Director of Community Engagement to manage "asks" on both campuses.</li> </ul>
Encourage all members of the Parker community to participate.	<ul style="list-style-type: none"> <li>• Implement the alumni long-term engagement plan.</li> <li>• Increase giving participation from discrete constituencies including parents, alumni graduates, grandparents, parents of alumni, friends of Parker, and full-time faculty and staff in accordance with the Advancement operational plan.</li> </ul>
Educate, share, and celebrate philanthropy at Parker.	<ul style="list-style-type: none"> <li>• Identify and share stories that demonstrate the power of philanthropy.</li> <li>• Recruit and empower volunteers, donors, and faculty and staff who can share personal stories and encourage others to give.</li> </ul>

# FINANCIAL AND OPERATIONS

## FINANCIAL SUSTAINABILITY

Build financial strength for the future and reduce reliance on tuition by extending operational efficiencies, revisiting enrollment strategies, building a significant endowment, and increasing non-tuition and non-development income streams.

GOALS AND OBJECTIVES	ACTION ITEMS
Ensure financial stability and sustainability.	<ul style="list-style-type: none"><li>• Continue and grow annual funding of cash reserves for capital, debt, and other identified needs.</li><li>• Identify actions and plans necessary to implement Linda Vista Campus Master Plan.</li></ul>
Develop alternative revenue sources.	<ul style="list-style-type: none"><li>• Structure and develop Summer and After School programs to meet stakeholders' needs while ensuring financial viability.</li><li>• Evaluate facility use and non-school program objectives, as well as pricing and priorities to grow revenues.</li></ul>
Grow financial assistance from 15% to 17% of tuition revenues.	<ul style="list-style-type: none"><li>• Identify fundraising opportunities directed toward financial assistance.</li><li>• Evaluate annual endowment draw rate.</li></ul>
Provide financial and administrative resources and processes to ensure Parker attracts and retains highly qualified employees.	<ul style="list-style-type: none"><li>• Validate salary structures to ensure competitiveness in independent school and San Diego markets.</li><li>• Evaluate benefits plans to ensure competitiveness and best use of benefit dollars.</li><li>• Develop, implement, and utilize consistent practices within the Business Office.</li></ul>
Evaluate key programs, policies, and practices to ensure costs and resources are commensurate with value.	<ul style="list-style-type: none"><li>• Areas to consider: student support services, global studies, athletic programs, facility maintenance standards (and others to be identified).</li></ul>