

2014

Strategic Plan



green hedges  
SCHOOL

# strategic plan

*(compound noun)*

A broadly-defined plan aimed at creating a desired future

*We inspire young people of talent and promise to develop clear values, a desire for wisdom, and an appreciation for all endeavors which broaden the mind and enlighten the spirit.*

## **GREEN HEDGES MISSION**

### **CORE VALUES**

#### **Achieve Distinction**

While celebrating the uniqueness of each child, we embolden all students to strive for excellence in their personal pursuits.

#### **Commit to Character**

Strong moral conduct is fundamental to our community and we purposefully promote appropriate conduct, encourage self-awareness, and exhort responsible habits of the mind, body, and soul.

#### **Explore Opportunities**

We believe that a child's growth is best fostered through exposure to a broad range of academic, fine art, athletic, and extra-curricular endeavors and we require all students to engage in these pursuits.

#### **Become Yourself**

By maintaining a low student-teacher ratio and promoting a personal approach to a student's school experience, we support each child's unfolding as s/he emerges into a capable, confident, conscientious young adult.

# Dear GHS Community,

The past few years for Green Hedges School have been filled with progress toward the objectives set forth in the School's 2011 Strategic Plan. The progress includes enhancements across the academic program, a strategic commitment to new technology, construction of an outdoor classroom, the addition of a new Montessori class to meet increasing demand, and the completion of the Karen Wiechelt Stable. These significant accomplishments provide tremendous benefit to students and teachers and are the result of careful consideration and planning initiated by the Green Hedges Board of Trustees.

Over the past 18 months, the Board has once again been engaged in developing our strategic vision for the next five years. The process included data collection, parent interviews, surveys of past and current community members, collaboration with the Administrative team, and consultations with our faculty as we identified our goals and next tasks.

Great schools must constantly look ahead in order to serve their students well. To enrich and balance this forward view, Green Hedges draws upon its deeply-rooted history which we honor and from which our students continue to benefit. Our founders, Kenton and Frances Kilmer, sought to develop engaged and confident young people in an environment that celebrated diversity and was filled with opportunities for inquiry. This environment has been tended and



updated over the years, but our passionately held beliefs remain: within our challenging program, children need time to develop their thinking and articulate their opinions clearly, guidance as they make connections between ideas, and support as they reflect and refine these ideas. These skills remain relevant to our students and position them for success in achieving their greatest potential.

As conveyed in the attached 2014 Green Hedges Strategic Plan, the Board has set a course to achieve an ambitious set of objectives for the School in the areas of Program, Faculty, Community, Communications, and Resources. We are confident and excited about these opportunities and certain, that collectively, all of us at Green Hedges will play an active role in attaining these goals.

Best regards,

A handwritten signature in green ink that reads "Ellen L. Giuntini". The signature is fluid and cursive, with a large loop at the end.

Ellen L. Giuntini  
*Chair, Board of Trustees*

A handwritten signature in green ink that reads "Robert E. Gregg, III". The signature is bold and cursive, with a large loop at the end.

Robert E. Gregg, III  
*Head of School*

# Program

*Provide an academically rigorous program with consistent character instruction to purposefully develop independent, confident thinkers with strong values.*

## **RATIONALE**

For over seven decades, Green Hedges has recognized the importance of a rigorous, well-rounded education to develop confident young adults. Today's world requires us to evolve in order to equip our students with competitive skills and new literacies. We remain committed to excellence in the core subjects, the arts and languages, and will continue to integrate additional technologies, experiential learning, and training in critical thinking. From the youngest ages, Green Hedges students are guided to examine issues from a variety of viewpoints and become adept at analyzing and synthesizing concepts from various disciplines. We will support their academic, social and emotional growth throughout their journey, so that our graduates are empowered to meet their next challenges with confidence, curiosity and compassion.

## **ACTIONS TO BE TAKEN**

- 1 Strengthen our well-rounded, balanced curriculum
- 2 Incorporate additional tailored instruction throughout the grades
- 3 Enhance resources available for math and science
- 4 Integrate additional and leading technologies in all grades
- 5 Increase opportunities for cross-grade experiences
- 6 Accentuate character and leadership development
- 7 Expand student engagement in community service

# Faculty

*Attract and retain excellent faculty members who embrace the mission of Green Hedges School.*

## **RATIONALE**

The faculty of Green Hedges School is our most valuable asset and defines the school experience for students and their families. Our faculty is the primary facilitator of the learning environment in which the School's mission and the vision of its founders are realized. Throughout the School's history, the faculty has demonstrated a strong dedication to the institution and its mission, a high level of professionalism, a continuous pursuit of excellence in their fields of expertise, and a sincere commitment to children's learning. Green Hedges School remains committed to offering a competitive compensation package, professional development opportunities, and an appealing work experience to retain and recruit an excellent faculty.

## **ACTIONS TO BE TAKEN**

**1** Provide for ongoing robust professional development for all faculty and staff and the incorporation of best practices into our program

**2** Ensure competitiveness of faculty compensation as compared to national and local peer school benchmarks

**3** Enhance the opportunities for the exchange of ideas and communication between faculty, administration and parents

# Community

*Tend the vibrant community that defines Green Hedges School.*

## **RATIONALE**

Green Hedges School is a strongly-connected community. This defining trait is demonstrated through the essential role that volunteerism plays at the School and is conveyed in the way we care for and interact with others. Green Hedges School believes the partnership between family and school is critical to our overall success, and we will continue to foster that partnership by offering children, parents, and faculty members a rich and rewarding experience. Concurrently, we recognize that the School does not function in isolation and we commit to being a more active force within the greater Vienna community.

## **ACTIONS TO BE TAKEN**

**1** Enhance our welcome and integration efforts to promote a sense of belonging for those new to our community

**2** Increase opportunities for the School and families to work collaboratively to foster our core values in every student

**3** Expand volunteerism and community service to support the School and the greater community

**4** Sponsor parent education programs and events continually assessing fresh and new initiatives

**5** Strengthen and broaden associations across the greater Vienna community

**6** Examine our mission statement and philosophy at regular intervals to ensure their relevance in the current environment

# Communication

*Cultivate our reputation as excelling in the development of critical thinkers who chart their course in the global community with confidence and respect.*

## **RATIONALE**

Our comprehensive program should be complemented by a correspondingly strong effort to educate parents and the broader community on the many benefits of a Green Hedges education. We will be clear and bold in articulating our message to current and prospective parents who are making education decisions in an increasingly competitive marketplace. These efforts are critical to help us grow our enrollment through a combination of retention and recruitment of new mission-appropriate students.

## **ACTIONS TO BE TAKEN**

**1** Create definable metrics to more deliberately showcase our outcomes

**2** Strengthen the consistent communication between faculty and home

**3** Determine competitive differences provided by the Green Hedges program and incorporate into marketing materials

**4** Maintain our website to ensure content is current and employ trending social media sites to ensure we are reaching new audiences effectively

# Resources

*Invest thoughtfully and strategically in our program to support and promote the intellectual growth and physical well-being of our students and faculty.*

## **RATIONALE**

Many elements contribute to the successful and creative learning occurring on our campus. Inspirational educators, optimal classroom facilities, appropriate and impactful uses of technology, innovative practices acquired through faculty professional development, and ample outdoor learning spaces are key aspects in which we must continue to invest. We will prioritize potential investments to our personnel, facilities, and infrastructure, balancing needs to maintain a position of financial strength. Our ultimate goal is to continue to enhance our ability to provide a challenging and comprehensive program to each of our students.

## **ACTIONS TO BE TAKEN**

**1** Pursue implementation of the next phases of our Campus Master Plan which include the Kilmer Hall expansion, upgraded playing fields and renovations to the Rice Arts Center

**2** Monitor the Master Plan priorities and sequence of work and adjust as necessary to most effectively support our educational programs

**3** Invest in technologies that support best practices of learning, teaching, and management efficiencies

**4** Evaluate potential campus expansion opportunities to address program needs



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