OUR VISION OF WONDER
Dear Green Hedges Community,

We are excited to unveil our 2020–2025 Strategic Plan. This strategic plan gives shape and structure to the ambitious aims of a generation of Green Hedges’ trustees and the highest aspirations of Green Hedges’ alumni, parents, students, and faculty. Over the past two years the Strategic Planning Committee worked tirelessly to arrive at this final version.

For an independent school in a rapidly evolving world, the need for change remains constant. Strategic planning has served as a powerful means for us to realize our mission in light of emerging challenges and opportunities. The questions we asked ourselves were “What can we strengthen? What new paths should we pursue? How might we design a Green Hedges for future students?” We optimistically posed these questions considering both immediate needs and our most aspirational hopes.

We identified four goals to serve as the essence of the strategic plan. These goals—**INVEST**, **LEAD**, **DESIGN**, and **CONNECT**—are central to how our school builds a community:

- where many years of sound financial stewardship now allow us to invest in new financial strategies while we continue to maximize revenue sources;
- where our inspired teachers position Green Hedges as a leader in innovative PreK – Grade 8 education;
- where thoughtfully designed spaces enhance learning and growth; and
- where participation in the exchange of ideas and engagement in the broader community is a priority.

We enjoy great advantages due to our location near the nation’s capital, our rich history, and the quality of our community of faculty, parents, and students. The goals articulated in this strategic plan will bring new distinction to Green Hedges—as a destination for students and families interested in a welcoming, collaborative, and dynamic environment; a school where all students are inspired to be engaged scholars and leaders, kind peers and neighbors, and purposeful citizens of the world.

With publication of the details of this plan, we seek to begin a new chapter in the esteemed story of our School—a chapter in which the School and its students take a giant stride toward the fulfillment of their potential. This is a vision full of promise, and the commitment and dedication of many will be needed to make it a reality. We hope you will join the School in this continued pursuit of excellence.

Let wonder begin,

HEIDI J. EVERETT
Chair, Board of Trustees

JENNIFER P. BOHNEN
Head of School
GOAL 1

INVEST

Invest in Accessibility by Creating a Culture of Philanthropy and Maximizing Our Strong Financial Position
Target full enrollment levels by division with mission-appropriate families

Strategies
- Grow and support new 2-year-old program
- Explore alternative accessibility and affordability options

Strengthen our fundraising capacity to realize additional discretionary income

Strategy
- Enhance fundraising communications and events to include all members of the Green Hedges community

Define our endowment strategy to maximize unrestricted funds

Strategy
- Explore feasibility of an endowment campaign

“We’ve seen up close and personal the empowering and exceptionally positive impact GHS teachers and school leadership have had on our kids and countless other students we’ve come to know and love. We believe so strongly in the gift of a GHS education that we find ways to give as much as we can to support the school year after year.”

ALUMNI PARENT
GOAL 2

Position Green Hedges as a Leader in Innovative PreK – Grade 8 Curricula and Inspired Teaching

LEAD
Identify and implement new methods and practices to enhance instruction, instill cultural competence, and develop each child’s sense of wonder

**Strategies**
- Continue to research and implement established best practices, developing fields, and emerging trends in education
- Leverage the School’s talented and creative faculty to identify changes that best fit the School

Reinforce students’ feeling of belonging by using relevant and authentic experiences across all areas of their School journey

**Strategy**
- Articulate and strengthen the school’s Social-Emotional, Character Development, and Diversity, Equity, and Inclusion mission and curriculum

Meet students’ varying talents and developmental stages and needs with appropriate differentiation and support in the classroom

**Strategies**
- Continue the systematic review of the program, and identify and implement plans for change
- Consider developing a learning center to meet student needs

Strengthen our position as an employer and workplace of choice

**Strategies**
- Recruit, invest in, support, and retain a diverse group of educators and professionals who embrace and bring to life the School’s mission and philosophy
- Cultivate a healthy and inspiring work environment, with ample opportunities for professional development

“She’s not only learning; she’s excited about learning. And that’s probably more important to me than anything is that her zest or enthusiasm to learn is being properly stimulated.”

**CURRENT PARENT**
‘Education should open the doors of the child’s mind to the delight of the unknown, the strange, the antique, the foreign, the new… it should open the doors of the soul.’

Kenton Kilmer, Co-Founder, Green Hedges School
Design a Campus that Inspires Creativity and Learning
Redesign our vision of a modern campus in the heart of a community that is growing and changing significantly

Strategies
• Review Master Plan and evaluate in light of programmatic needs and Town of Vienna planned changes
• Assess and continuously monitor campus safety measures to adhere with best practices and the School’s location

Create learning environments that inspire curiosity and creativity within all campus spaces

Strategies
• Equip classrooms and shared spaces with innovative and dynamic learning environments
• Refresh campus welcoming spaces to invite the community to engage fully in campus activities

“I like the small, warm environment here, the good teachers, the feel of the school, the environment it creates for the students. Every year I still feel good about our decision. It feels like a warm, welcoming place where you can grow safely.”

CURRENT PARENT
GOAL 4

CONNECT

Communicate Our Value through Community Engagement and Build our Reputation as a Local Community Member Committed to the Common Good
Develop effective methods to share outcomes that highlight Green Hedges as an exemplar of an independent school education

Strategy
- Design and host events that engage prospective families on campus and online to experience Green Hedges

Cultivate the wider Green Hedges community by creating a culture of connection, support, and engagement

Strategy
- Design and host events that engage prospective families on campus and online to experience Green Hedges

Build on-going relationships with schools and educational partners to attract mission-appropriate families

Strategy
- Conduct active outreach to build meaningful relationships between organizations and Green Hedges
- Create more opportunities for Green Hedges students to engage with students from other schools

Identify and establish reciprocal and sustainable partnerships with mission-aligned organizations

Strategy
- Evaluate existing partnerships to discover opportunities to maximize impact
- Pursue new partnerships that amplify our position in the market to increase awareness of Green Hedges and benefit both the local community and the School

“I received a great liberal arts education at GHS. My time at Green Hedges inspired a love of reading and literature, which I carried with me to college and still have today.”

GREEN HEDGES ALUMNA
Our Mission

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.

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Kenton and Frances Kilmer founded Green Hedges in 1942 to provide a positive learning environment free from prejudice, an emphasis on excellence in the core academics, the best in all of the Arts—literature, poetry, music, art, and drama—a global exposure to history, and a commitment to citizenship and character. This strategic plan forges our history with our future and allows the opportunity to INVEST, LEAD, DESIGN, and CONNECT in a way that respects the legacy and brightens the future of Green Hedges School for all students.

Our Mission

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Strategic Planning Committee

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Lynn Saba
Stacey Veghoun
Stuart Work
Tom Mast

FRANCES KILMER, CO-FOUNDER OF GREEN HEDGES

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FOR BOYS AND GIRLS AGE 2 TO GRADE 8