



GROWING FOR TOMORROW

FIVE-YEAR STRATEGIC PLAN

2022-2027

Virginia Beach Friends School
Strategic Long Range Plan



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Dear Friends School Community,

We are excited to share our Strategic Plan: *Growing for Tomorrow*. The vision for the next five years is built upon our ability to adapt, grow, and thrive and is supported by a comprehensive planning process that involved the entire Friends School community. The outcome is a flexible roadmap that is true to the mission of Friends School. This is a plan that belongs to all of us, as all our voices have been heard, and this plan transforms our collective vision into deliverable action.



Growing For Tomorrow

Dear Friends,

Growing for Tomorrow leads us on a journey that prepares Virginia Beach Friends School for the future while staying true to our mission of providing exceptional whole-child education to our well-rounded students. Expert Global Strategy Consultant, Robert Kilek once said, "*Strategy without process is little more than a wishlist.*" To achieve our goals, it is important to have a well-designed action plan as we navigate into the future.

Virginia Beach Friends School has successfully evolved and thrived in an ever-changing world. The school strives daily to offer new opportunities to students while expanding and improving upon current offerings. This strategic plan includes attainable goals along with tactics to measure progress and success each year.

We encourage our community members to stay involved throughout the implementation of *Growing for Tomorrow*, and we are grateful to the Virginia Beach Friends School community for engaging in the strategic long-range planning process. This strategic plan is the culmination of community feedback from all constituencies. The wisdom of many has allowed the school to identify specific areas for strategic growth to establish VBFS as the leading Toddler through 8th-Grade independent school in Hampton Roads.

Thank you for being invested in our collective vision for Virginia Beach Friends School!

Sincerely,
Mike Barclay
Head of School

Jean Crawford
Clerk, Board of Trustees





Mission

Virginia Beach Friends School aims to educate the whole child, developing strong academic intellect and personal character, through recognition of each child's individual light and living the Quaker testimonies of Simplicity, Peace, Integrity, Community, Equality, and Stewardship.



Strategic Vision

The Virginia Beach Friends School (VBFS) will distinguish itself as a co-educational community with a strong values-based curriculum derived from the Quaker Testimonies: Simplicity, Peace, Integrity, Community, Equality, and Stewardship. The program will be recognized for its whole child academic approach that emphasizes the individual academic journey of each child. VBFS is committed to the growth of children through the development of foundational skills and an innovative curriculum based on the Quaker Testimonies that prepares students to be global, adaptable citizens.

VIRGINIA BEACH FRIENDS SCHOOL WILL BE KNOWN FOR . . .

THOUGHTFUL STUDENTS who are encouraged to be kind, recognize that value in a Quaker education, and understand how to communicate their Quaker educational experience through actions as well as words.

DEDICATED FACULTY who embody the Quaker Testimonies in the educational teachings helping students to understand it is not what we learn but how we learn and share this information with the greater community.

SUPPORTIVE PARENTS who embrace the Quaker Testimonies, commit to active engagement in school life, and advocate for the students, faculty, and Virginia Beach Friends School.





Strategic Focus: Four Key Elements

1. EDUCATIONAL LEADERSHIP & EXPERIENCE

Fostering and developing leadership at all levels of the school experience while creating a curriculum that enhances the natural development of each child. VBFS accomplishes this through an age-appropriate academic program and learning environment that is sensitive to the individuality of every child and to the social, emotional, and physical aspects of their experience at VBFS.

2. ENHANCED CAMPUS

Integrating the school mission into design plans for an enhanced campus that maximizes a diverse community of learners inside and outside the school community.

3. COMMUNITY ENGAGEMENT

Always striving to unite the School, Friends Meeting, families, faculty, students, alumni, and the wider community in the collaboration of shared responsibility for students' embrace of Quaker values and academic success.

4. FINANCIAL SUSTAINABILITY

Consistent and strategic oversight and examination of financial needs of VBFS with the goal of securing the school's present and future success.







Educational Leadership & Experience



WE WILL FOCUS ON...

- Solidifying VBFS's position as the predominant toddler-8th grade independent school in Virginia Beach.
- Building a comprehensive program of instruction that gives the child an exceptional pathway for growth.
- Strengthening the overall academic program while continuing to expand experiential learning focusing on environmental sustainability, global competency, and opportunities for service to the community that will provide skills students will need to be successful in their lives after VBFS.
- Ensuring that the VBFS educational program embraces the understanding of the Quaker testimonies of Simplicity, Peace, Integrity, Community, Equality, and Stewardship, at all levels, along with awareness of self and others in a diverse and inclusive environment.
- Providing a continuous review of the academic program and expand professional development opportunities for our teachers.
- Fostering leadership growth and opportunities at the Board, Administration, and Faculty levels.
- Recruiting and retaining highly qualified professionals that meet VBFS standards.

WE WILL ACHIEVE PROGRESS BY...

- Creating a regular process for curriculum review on a three-year cycle that looks at core and specialty subjects.
- Deepening student understanding of diversity, equity, inclusion, and social justice within a community of belonging through a multicultural curriculum.
- Furthering development of an academic curriculum that addresses that variety of learning styles at VBFS that ensures all students are academically challenged at their respective levels.
- Continuing to build experiential learning opportunities that foster qualities of resilience, flexibility, empathy-building, self-reflection, and perspective through with local mission-aligned community organizations.
- Providing a picture of what a student gains as a result of receiving a Quaker education and what a faculty member gains as a result of teaching the Quaker testimonies.
- Developing a faculty review process that recognizes how faculty incorporate the Quaker testimonies.
- Providing faculty and administration with consistent and relevant professional development opportunities.
- Providing more information and communication to current parents regarding day-to-day curriculum to present the value in a VBFS education.
- Benchmarking and analyzing student achievement at divisional levels through appropriate assessment.





Enhanced Campus



WE WILL FOCUS ON...

- Developing a comprehensive facilities master plan to implement improvements, innovation, and modernization to the building and our exterior space to meet the specific needs of the school going forward.
- Developing a capital maintenance management plan to ensure timely updates and maintenance to existing spaces.
- Reinforcing the Quaker mission and advance our facilities and programs by developing a campus stewardship plan that involves the school as well as members of the wider community.
- Proactively maximizing land-use opportunities and addressing challenges that impact the school.

WE WILL ACHIEVE PROGRESS BY...

- Assessing individual buildings with regard to mechanical, roofs, plumbing, etc. to create an Asset Management Plan.
- Developing realistic time frames and cost analyses for needed improvements to existing buildings and the construction of new buildings.
- Updating hazardous material reports for existing buildings.
- Opening dialogue between faculty and staff regarding the needs and wants for current and future facilities.
- Redeveloping stormwater management throughout the campus.
- Evaluating foot traffic to and from the VBFS campus from non-VBFS communities.
- Developing strategies to mitigate security risks.
- Implementing a campus-wide stewardship plan.
- Using facility and masterplan updates such as stormwater management improvements as stewardship teachable opportunities.
- Connecting the VBFS community with the Friends Meeting Buildings and Grounds Committee so that students can participate in Meeting clean-up events.





Community Engagement

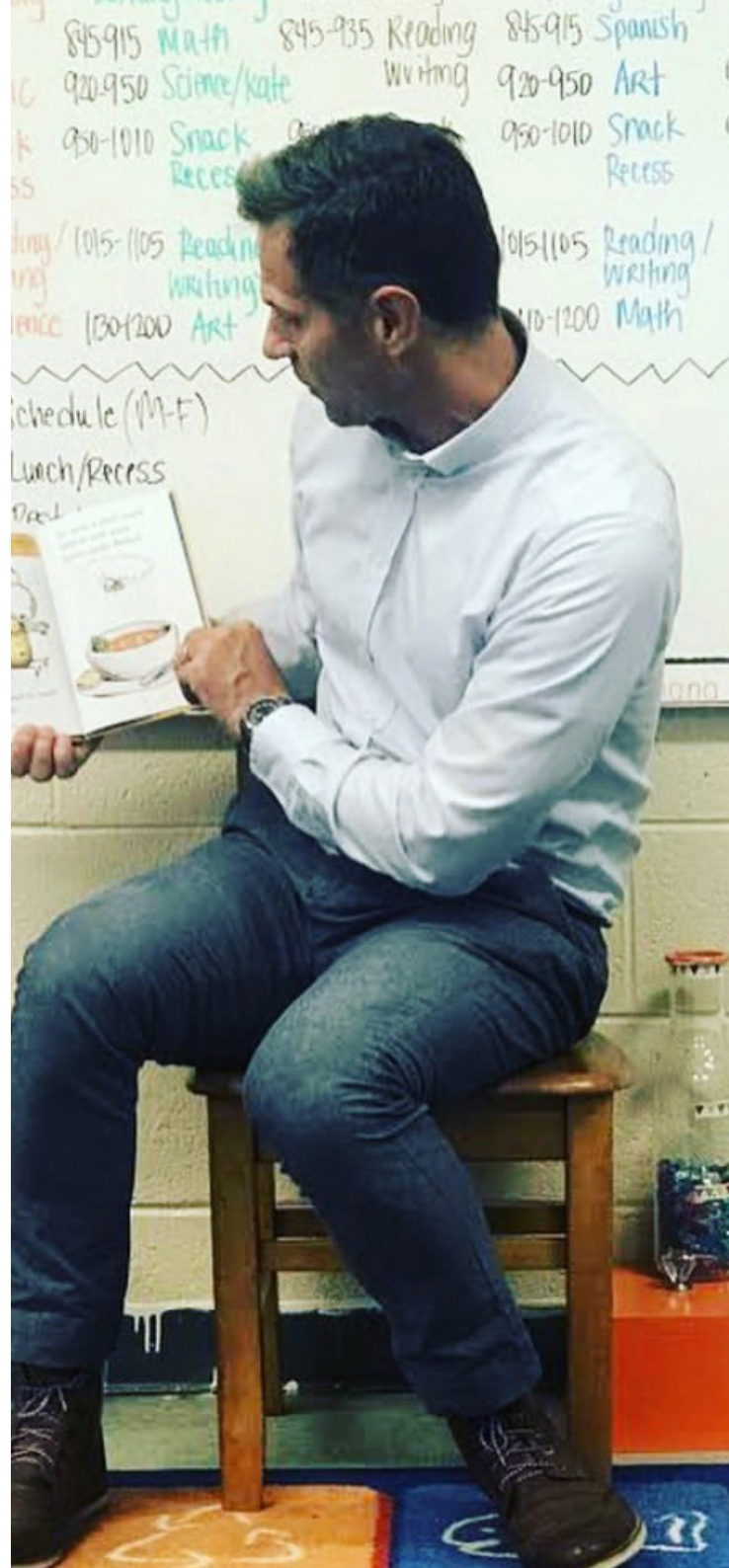


WE WILL FOCUS ON...

- Creating shared experiences that provide opportunities for community engagement.
- Fostering active participation by the various constituencies that intersect with the school community internally and externally.
- Creating relationships that help establish life-long partnerships through shared values rooted in the Quaker testimonies.
- Increasing brand awareness of VBFS throughout the Hampton Roads community by marketing VBFS's unique selling proposition of values-based education.

WE WILL ACHIEVE PROGRESS BY...

- Building connections and increase visibility from the board level to the parent level.
- Integrating families, students, staff, and community members deeply into school culture, programs, activities, volunteer opportunities, and events.
- Developing a robust alumni engagement and networking platform.
- Partnering with external organizations that are mission aligned to encourage community involvement and to support the development of academic, social, physical, creative, and emotional needs of students.
- Creating a robust extracurricular and athletic program that builds community.
- Fostering the growth of ancillary programs that reach the greater Hampton Roads community.
- Articulating the benefits of a values-based Quaker education vs. an independent school education.
- Positioning VBFS as the individual-focused attainable private-based education opportunity in Hampton Roads.
- Continuing weekly Meeting for Worship led by middle school students and regularly open Meeting for Worship to the wider community.
- Building on the existing Quakerism in Action curriculum and to foster a spirit of charitable fundraising and giving at the student level.
- Utilizing outside speakers to educate community members on Quakerism.





Financial Sustainability



WE WILL FOCUS ON...

- Securing the school's short and long-term financial success.
- Ensuring enrollment objectives are met in order to meet maximum operational efficiency.
- Communicating and emphasize the importance of Annual Giving.
- Continuing exploration of grant funding opportunities.
- Completing a successful Capital Campaign to strengthen the school's value position among private schools in the Hampton Roads Market.
- Creating an endowment for long-term financial security.
- Prioritizing philanthropy to support the mission of the school and vision of the Strategic Plan.
- Developing a Financial Plan that incorporates all initiatives generated from the Strategic Plan to help achieve long-term financial security.
- Ensuring tuition and tuition assistance remain aligned with market trends and the school's mission.
- Safeguarding the ability to hire and keep well-qualified teachers in a competitive market.

WE WILL ACHIEVE PROGRESS BY...

- Developing and maintaining multi-year budget projections that align with enrollment and operational growth.
- Maintaining an actively engaged board led Budget and Finance Committee to help oversee long-term strategic growth.
- Developing a capital campaign plan outlining this transformational project and how impactful gifts will be over the five-year campaign period using subcommittees with targeted goals for reaching out to prospects to gain pledges.
- Creating a feasibility study survey in regards to the "Make New Friends" capital campaign which yields highly positive and supportive results.
- Creating donor pyramid models through Wealth Engine software for each of our immediate constituent bases that highlights an estimated giving capacity proving that donors have the financial means to contribute to a campaign.
- Setting a goal to obtain a \$1,000,000 endowment as part of the capital campaign.
- Reiterating the importance of securing an endowment fund that is in addition to working capital that will support expansion and improvements to current programs.
- Consulting with a financial expert on the best investment program for the endowment fund that balances risk with return.
- Using the endowment to support financial needs at the discretion of the Board of Trustees in response to external causes beyond the control of leadership.
- Emphasizing the importance of the Annual Fund to new and returning families prior to admission and the start of the school year.
- Educating the community on VBFS differentiators in our fundraising efforts in order to increase support.
- Refreshing annual fundraising events to increase participation within our community.
- Fostering the relationships with our immediate contact segments in order to increase their investment in VBFS.



Thank you!

We invite you to join us during the planning process of Growing for Tomorrow. Attend meetings, ask questions, give opinions, share expertise, and support the implementation of the plan. For more information on Growing for Tomorrow and our progress, please visit www.vbfschool.org/growingfortomorrow

STRATEGIC PLANNING COMMITTEE

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