



INTRODUCTORY STATEMENT

The Board of Trustees of Grymes Memorial School undertook this Strategic Plan in the spring of 2013 and completed it in spring of 2014. In the course of the planning process, the School also embarked on the self-study for VAIS re-accreditation. As a part of this dual process, the Board and the faculty examined the School's Mission and Philosophy. While rewriting it for a more modern look and feel, the school community reaffirmed the mission, ethos, and many traditions of Grymes that have underpinned the school since its founding in 1947. This new Strategic Plan, which fully embraces the mission, has grown out of the strategic plan published in 2007. During the intervening years, we have strengthened our curriculum, made extraordinary strides in technology, continued to increase faculty compensation, improved our facilities with the addition of eight new classrooms in Gardner Hall, and grown our endowment from \$2 million to nearly \$7 million.

We look ahead once more to further enhance our curriculum: defining signature programs, developing STEAM initiatives, increasing outdoor learning opportunities, improving physical fitness and athletic opportunities, and continuing to educate for character. We will focus on admissions and marketing to develop a robust applicant pool by raising Grymes' profile in the community and communicating our message effectively. We will continue to work towards better faculty compensation and to streamline our administrative structure. Finally, we will further our commitment to improving our campus with clean, bright, and sustainable learning spaces and adequate athletic facilities, and we will raise the funds necessary to achieve and maintain these goals.

Grymes Memorial School has proudly served the community for three generations. Those generations came together to produce this plan, participating in focus groups, responding to surveys, and in September of 2014, joining the full board and faculty representatives in a two day planning retreat in Gardner Hall. With the guidance of Tracy Savage of Marts & Lundy and the tireless work of the Strategic Planning Committee led by Bernice Walker and Ed Stelter, we are proud to present our new vision for Grymes' future.

The Board of Trustees

PREAMBLE TO THE NEW MISSION STATEMENT

Grymes Memorial School is a rural school that serves families from more than five surrounding counties -- families of remarkable economic diversity, and whose children reflect a wide range of ability. In the midst of this diversity, we are fortunate to be drawn together by a set of strongly held beliefs in the vital importance of a rigorous education, in the desirability of cultivating good character, in the joyful celebration of creativity, and in the warmth and security that a caring community can provide. As children grow and flourish in this environment, we look to the day that we send these young learners on their way to complete their educations with sound foundation of knowledge and skills, and we hope that the joy and exuberance that they experience here at Grymes serves to encourage a full and productive life of learning, caring, and contributing to society.

The Grymes Memorial School mission is clear and we believe that we are true to it. At the beginning of each school year in the opening faculty meeting, the opening board meeting, and the opening parent meeting, the head of school reviews the mission statement and often addresses a particular part of it to establish a theme for the year. The faculty also feels that their ideas and opinions are valued when we reassess and rewrite the mission and philosophy. The process for the current accreditation review began with a full-faculty brainstorming session. A committee was then appointed and has carefully reviewed, analyzed, and incorporated those ideas that were recorded during the initial session. Throughout the rewriting process, the committee has returned to the full faculty for their input and further suggestions. The board has also weighed in on the process, making constructive suggestions before the final approval.

Though we have changed the wording of our mission and philosophy in this iteration, we feel that the underlying principles and values that have informed the school for much of its history remain unchanged. We are proud of our consistency and of the resulting confidence that our community has in our school.

MISSION

**Nurturing Character, Building thinkers,
Cultivating Creativity, Fostering
Community,**

STATEMENT OF PHILOSOPHY

We **nurture the character** of every child, emphasizing honor, respect, responsibility and kindness.

We **build** curious, analytical, and tenacious **thinkers** through a thoughtful curriculum that challenges students to expand their horizons. We encourage students to take risks, whether solving a math problem, developing a scientific hypothesis, or writing a poem, in an environment that both celebrates tradition and embraces the future.

We **cultivate creativity** across all disciplines. Students discover their voices and grow in confidence as they explore varied means of expression.

We **foster community** by providing a warm family atmosphere that allows students to grow and flourish. We connect students to the local and global communities through field trips and technology.

By developing students of good character, who have built a strong foundation of thinking skills, who have found their voices through intellectual and creative outlets, and who are well-grounded in a caring community, we **launch learners** in pursuit of meaningful lives.

OBJECTIVES

Nurturing Character

- Teach the importance of integrity through our Honor Code.
- Foster respectful behavior by teaching civility, sensitivity to differences, and an appreciation of each individual.
- Build sportsmanship, a sense of fair play, and teamwork through physical education and participation on athletic teams.
- Promote a sense of responsibility for ourselves and for our neighbors by encouraging care for personal belongings and stewardship for our school, community and the global environment.
- Encourage leadership and service in classroom and community contexts.
- Champion the value of honest effort and hard work.

Building Thinkers

- Inspire students through teachers who have a passion for teaching and learning.
- Develop a foundation of study skills and instill a strong work ethic to facilitate student learning.
- Challenge each student to achieve to the best of his or her ability.
- Encourage students to use multiple strategies to solve problems, working both individually and collaboratively.
- Meet the needs of students with different learning styles by incorporating a variety of teaching methods.
- Build confidence in students to execute and present their work using both traditional tools and current technologies.

Cultivating Creativity

- Encourage students to look at problems from many different perspectives and to seek solutions using different strategies.
- Require every student to participate in art, drama, music, and public speaking to

help them develop their individual voices.

- Share creative work in class presentations, art displays, musical and dramatic performances, declamations, and publications to demonstrate the value we place on these endeavors.

Fostering Community

- Partner with families to support each child's learning.
- Cultivate connections among classmates and across grade levels.
- Encourage parents to participate in school life through field trips, GPTA activities, classroom volunteer opportunities, and community events.
- Participate in the broader community in meaningful ways through community service, invitational sports tournaments, sharing of facilities and participation in community-wide celebrations.
- Communicate with faculty, families, alumni, and friends of Grymes through a variety of events and publications.
- Honor the school's history and traditions

Launching Learners

Our fondest hope is that Grymes will **launch learners** who will be well-rounded and good citizens, skillful thinkers, writers, and speakers. We hope that they will be intellectually curious young adults who are well-prepared for the best secondary school programs, who have the innate confidence that a loving and caring school family can provide, and who find joy in learning.

I. EDUCATIONAL PROGRAM

PREMISE: *The 21st Century competencies required of a student entering secondary school are expanding dramatically. Faculty and curriculum specialists are hard-pressed to design elementary school programs that shape a child with academic rigor and concurrently nurture a child with support, individual accommodation and character development. Furthermore, in today's changing society, schools for younger children must achieve and sustain a dynamic blend of traditional pillars of learning with innovative pedagogies and distinctive contemporary studies. This balance will be critical for Grymes if its program is to remain relevant.*

GOAL 1: Grymes Memorial School will intensify its core curriculum, and reinforce every student's academic foundation for success in post-8th grade education.

- Create a task force to study ways to restructure the daily schedule, including length of day, for both upper and lower schools.
- Define and re-articulate the core competencies targeted through the traditional program through on-going departmental review of curriculum and scope and sequence.
- Continue to emphasize the commitment to Declamation, public speaking education, and annual class performances.
- Retain and expand the arts curriculum, with continued emphasis on drama, music and visual arts.
- Consider increasing lower school Spanish to three times a week with possibly more time for third and fourth grades.
- Continue and enhance existing programs in the humanities and science to teach creative writing, reading comprehension, literary analysis and expository writing.
- Reassess student preparedness for high school math.
- Expand the study of history with increased use of the local community and field trips to help clearly define signature programs.

GOAL 2: Grymes will design, develop and offer distinctive programs in the STEAM (Science, Technology, Engineering, Arts, Mathematics) fields, in outdoor learning, and in project-based critical thinking initiatives.

- Create a task force for the study and design of a comprehensive STEAM curriculum.
 - Explore current educational thinking about STEAM, investigate other schools' successes, and consider applications to our program.
 - Consider the design of a special cross-disciplinary space for STEAM activities and experiential and project-based learning.
- Expand outdoor and off-campus learning opportunities in order to become a signature program for outdoor and experiential learning.
 - Study how to expand the science programs to take greater advantage of Grymes' outdoor space.

- Consider expanding the curriculum to emphasize environmental stewardship and water issues.
- Develop a nature trail with outdoor learning stations.
- Study how to expand interdisciplinary programs to take greater advantage of Grymes' outdoor space.
- Explore a specially designed curriculum in critical thinking for all grade levels.

GOAL 3: Grymes will explore and pursue opportunities for educational programs outside the traditional school day and year, including after-school and summer programs.

- Create a task force to conduct a feasibility study for before and after school programming.
 - Enhance academic opportunities available after school, e.g., foreign language and STEM projects.
 - Enhance athletic opportunities, giving consideration to adding tennis.
 - Consider offering agricultural based programs, with possible partnerships with 4H and FFA.
 - Consider additional club activities, e.g., ballroom dancing and etiquette.
- Convene a Summer School Study Group to assess market need and interest, research successful summer program models and protocols, and recommend summer curriculum options for Grymes.
 - Consider implementing full day summer camps, summer preschool, summer school (remedial and enrichment).

GOAL 4: Grymes will solidify and enhance its program of individualized attention and emphasis on each student's personal success.

- As we move forward, we will continue to embrace our mission of educating each child for character, academic success, and emotional well-being in a caring community.
- Grymes Memorial School will create a faculty task force to
 - consider further full-faculty professional development on learning styles and differentiation (adjusting teaching and learning methods to accommodate each child's learning needs).
 - encourage development of units incorporating differentiation techniques.
 - formalize a curriculum-wide approach to incorporating study skills at every level.
- Grymes will examine our program of helping students with learning needs.
- Grymes will convey clearly to parents the importance of parent/teacher partnerships in the development of each child.
 - Consider expanding parent education programs.

GOAL 5: Grymes will review anticipated technology needs for the next five years.

- Develop a 5-year plan for replacement/repair of technology equipment.
 - Consider establishing a capital improvements budget for technology equipment.

GOAL 6: Grymes will sustain and deepen those programs that educate for character, poise, personal respect, and school traditions.

- Grymes will continue its commitment to activities that promote poise such as declamations, class plays, and classroom showcases shared with the whole community.
- Maintain programs that cultivate respect, responsibility, kindness, and community among students, and create a task force to examine how Grymes teaches character.
 - Become more intentional in teaching leadership skills.
 - Further formalize the Honor Committee process.
 - Make the community service program more intentional by exploring how individual class projects and school-wide projects fit into a “character curriculum”.
 - Continue working with the Olweus anti-bullying program school-wide and reexamine the class meeting curriculum, considering shared themes.
 - Examine how the Personal Development class meets these objectives.
- Invite speakers, especially Grymes alumni and community leaders, to conduct assemblies to broaden student understanding of professional and volunteer opportunities, as well as important community and global issues.
- Continue working to educate the school community about Grymes.
 - Create print materials to teach the school’s history to parents and students.
 - Mount old photographs of the school for display in Gardner Hall.
 - Make Founders Day an annual event.
 - Continue the weekly communication with parents in the Wednesday Update about school traditions.
 - Explore expanding the new lower elementary parent book group discussions on child-rearing topics to the upper elementary and middle school parents to involve them more directly in conversations about building character.

GOAL 7: Grymes will study and refine its physical education and athletics programs to align with character goals, promote lifelong health and fitness, and enhance marketing viability.

- Analyze the sports program and policies. Develop and publish a well-thought out philosophy for GMS athletic program.
- Analyze personnel needs and compensation to meet program goals.
- Assess indoor and outdoor needs for the athletics program.
- Assess and resolve transportation issues related to sports events.

GOAL 8: Grymes will create a Library Task Force to explore the placement, organization, furnishing, and function of a 21st century library in anticipation of the old building renovation.

II. ADMISSIONS/MARKETING

PREMISE: *The most successful school is an appealing, viable enrollment choice for a robust, diverse and reliable applicant pool. The applicant pool must be large enough to enable a degree of selectivity that ensures a good match between students and the school's mission. It must include families of sufficient personal means to afford a competitive private school tuition, and families who are well enough informed to appreciate the short-term and long-term value of the school's learning experience. Its financial aid must be sufficient to ensure the acceptance of the best applicants regardless of economic circumstance. Access to such an applicant pool at Grymes Memorial School is challenged by local demographics, affordability, and reputational misperceptions. Grymes must meet and overcome these challenges on multiple fronts.*

GOAL 1: **Grymes Memorial School will attract a robust applicant pool that ensures the healthy annual selection and matriculation of boys and girls with well-defined, mission-appropriate learning ability and potential through thoughtful, coordinated, strategic marketing efforts and clear, consistent, high-impact messaging.**

- Engage professional marketing expertise to assess community perception of the school, and to identify the most cogent and compelling messages about the Grymes experience, including its value proposition, its distinctiveness among peers, its philosophy on aid, and the success of its graduates.
- Analyze the current efforts of the Admissions and Development offices to determine opportunities for better coordination, consistency in messaging, and optimal distribution of financial resources for promotional materials, advertising, public relations outreach, and the website.
- Deploy a task force, with outside expertise as needed, to research regional psychographics (values, opinions, and interests), demographics, market responsiveness, and educational attitudes, to identify the broadest, most appropriate applicant pool, and to strategize for the most effective methods of marketing to it.
- Use the information garnered in the efforts above to establish a clear brand identity for the school. Create a set of visual standards and “key words” with which to represent the school for messaging purposes. These visual cues should be made prominently visible through signage throughout the campus, in communications with the community and in all advertising, promotional and development activities.
- With guidance from marketing experts, create a comprehensive marketing plan to guide the school's advertising, promotional and outreach efforts for optimal effectiveness. Essential components of this plan should be engaging current parents and local alumni in a pro-active word-of-mouth campaign to promote Grymes to new families and utilizing technology and social networking vehicles more broadly and with greater sophistication to communicate Grymes as an outstanding educational option.
- Increase opportunities for community members and potential applicant families to come to campus for special activities. Increase the visibility of the school outside of campus

through public relations efforts, targeted advertising, community outreach, and more effective use of existing resources.

- Consider offering a summer program that will serve as a feeder activity for Grymes admission.
- Review transportation service options for admissions impact.
- Consider building close relationships with targeted local businesses that attract employees from a larger regional base. Work with their human resources departments to raise awareness so employers are effectively marketing for the school.

GOAL 2: Grymes will strive for an enrollment of 200, capitalizing on the school’s appeal for the grade 6 age group while increasing efforts to secure early childhood applicants, with an unwavering eye to retaining a low student-teacher ratio.

- Convene a board task force to analyze our early childhood program, considering cost effectiveness and enrollment impact.
- Increase the number of applicants to JK and Kindergarten, with special focus on the school’s early childhood expertise, and distinctive integration with older children.
- Consider magnifying the entry opportunity for middle-school children, by re-visioning Grades 6-8, including division nomenclature, special programs differentiating Grymes from public school options in this age cohort, distinctive “signature” curricula for older children, etc.
- Establish intermediate enrollment goals for each entry level, based on market research and promotion efforts, to establish a realistic 5-year growth trajectory of incremental increases in viable applicants.
- Explore, in the context of a formal tuition study (See Finance Section), the enrollment impact of changes in tuition structure, special discounts, attendance options, etc.
- Develop a plan to increase retention rates over a 5-year period.
- Going back to the local employers idea and taking it to another level, consider creating a “Tuition Match” program, where employers can choose to contribute to Grymes tuition as a part of an employment benefits program and the employee could receive a tuition match up to \$1,000 (or some amount) from the school in order to build strong partnerships with businesses, which would essentially be highly-targeted advertising.

GOAL 3: Grymes will continue to increase the economic, racial, ethnic and religious diversity of its students, setting goals and articulating rationales for short-term and long-term student body composition.

- Convene an ad hoc committee of the board to work with the administration in developing diversity objectives for each division.
- In coordination with the school’s marketing efforts, create and promote a message that articulates the Grymes’ diverse character and its multicultural goals and rationales.

GOAL 4: Grymes will develop long-range goals and rationales for financial aid, in keeping with its study of tuition and affordability (see Finance Section), to ensure the optimal composition of students, positive admissions and revenue outcomes, and access for deserving applicants.

- Identify multi-year metrics for setting financial aid goals, including aid as a percentage of expense, average grant as a percentage of tuition, percentage of students receiving aid, enrollment as affected by tuition discounting, net tuition revenue, etc.
- Evaluate, benchmark, and refine the school's tuition remission practice, striving to maximize its compensation and enrollment benefits while managing its proportional institutional expense.

III. FACULTY & ADMINISTRATION

***PREMISE:** No single factor in the effectiveness of a school has a greater impact than the quality of the adults who design and deliver the school's program. The expertise of the faculty, their commitment to and interaction with students, their intellectual growth and honing of skills – all are pivotal to the success of the schooling experience. The administrative leadership of the school is the platform underpinning the work of the faculty, and the linchpin of the school's enrollment, fundraising, plant, and financial functions. Faced with the revenue constraints of a small student body, Grymes must approach its goals for faculty and staff with creativity, discipline, and determination.*

GOAL 1: Grymes Memorial School will improve faculty salary and benefit packages in order to attract, develop and retain teachers who have expertise, dedication, and a desire to maximize each child's potential.

- Analyze and refine Grymes' existing salary scale, giving due consideration to the total compensation/benefit package and researching pay scales of peer schools and local public schools.

GOAL 2: Grymes will ensure the ongoing strength and effectiveness of its faculty, administration and staff with enhanced professional development opportunities, training and enrichment options, increased diversity, and effective technological support.

- Establish a faculty/administration task force to identify areas of need in professional development to align with the goals of this Strategic Plan.
- Establish expectations for professional development for faculty and connect faculty evaluations to professional development opportunities.

GOAL 3: Grymes will analyze, reconfigure and expand its administrative structure and systems, with an eye to increased productivity, clearer roles and responsibilities, enhanced internal communication, and more efficient execution of tasks.

- Grymes will consider hiring a full-time assistant head.
- Establish an administration/board task force to consider administrative restructuring, using an ‘advancement’ model.
- Hire additional administrative personnel to meet increased marketing, admissions, and fundraising efforts set forth in this plan.
 - Marketing and Publications/Development support
 - Summer Program Director
- Review and adjust, as needed, staff office locations to improve efficiency and communication.

GOAL 4: Grymes will recruit and employ additional personnel, incrementally where possible but as is essential, to deliver the enhanced programming.

- Establish a task force to assess and prioritize school staffing needs, including
 - Possible STEAM program support
 - Athletics (coaches)
 - Counseling
 - Learning specialist
- Consider creating a teacher internship program.

IV. BUILDINGS AND GROUNDS

***PREMISE:** The physical environment that supports learning can enhance, or impede, the effectiveness of the school’s program. Adequacy and appropriateness of both indoor and outdoor spaces affect the quality of instruction, the disposition to learn, the morale of teachers and students, and the school’s ability to be current and relevant in its curriculum and programs. There are many competing drivers for facilities initiatives at Grymes, and changing and improving the campus in an efficient and cost-effective way will require careful deliberation, expertise, and thoughtful prioritizing.*

GOAL 1: Grymes Memorial School will sustain its commitment to improve the campus, factoring a careful balance of those projects that respond to the goals of this Strategic Plan, the priorities of the Master Plan, facilities with the greatest current inadequacy, and projects with a strong admissions impact.

- Reconvene the board’s Building Task Force.
- After determining Phase II, retain an architect or design/build team.
- Review and update Master Plan. Determine the ideal sequence for implementing the Master Plan with careful analysis of existing spaces and most pressing needs.
- Consider the adequacy of outdoor facilities including:

- Athletic spaces
- Playgrounds
- Parking, roads, and walkways
- Lighting, fencing and signage
- Security
- Sustainability of maintained landscape areas
- Outdoor classrooms
- Consider adequacy of indoor facilities including:
 - Gymnasium
 - Library and technology space
 - STEAM activity space
 - Early childhood spaces
 - Indoor play areas
 - Upper and lower school science, art, and music spaces
 - Renovation of duPont Hall with consideration given to needs of the performing arts
 - Faculty rooms and rest rooms
 - Administrative areas and health room
 - Kitchens
 - Maintenance and storage
 - Water availability in classrooms
 - Environmental sustainability (green buildings)
- Engage the school community and local alumni to educate them about school needs, to conduct a survey, and to build consensus around the next steps.
- Determine building costs and endowment goals.
- Initiate next phase of Capital Campaign.

V. FINANCES

***PREMISE:** The constraints on Grymes’ ability to fund its strategic priorities – marketing initiatives, signature programs, faculty support, financial aid, campus improvements – are tight and often unforgiving. Keeping tuition levels affordable without a maximized/capacity enrollment forces reduced expenditures in areas essential to institutional health. Few alternative sources of revenue can be developed to any great magnitude within a short period of time. Because Grymes is a valued, distinctive institution that is well led, it must seize this immediate opportunity to address these funding pressures with discipline, balance and boldness.*

GOAL 1: Grymes Memorial School will conduct a formal review of tuition policy options, evaluating risks and opportunities and using sound demographic data and Grymes historical trends, to target a sustainable balance between affordability, optimal student body size, staff size and compensation, and otherwise adequate revenue generation.

- Convene a Tuition Policy Task Force, composed of Trustees , administrators, and others to make a comprehensive study of different tuition structures and schedules, data-driven market realities, creative exploration of ancillary fees, and financial aid practices.
- Based on the findings of the Tuition Policy Task Force, deliberate and determine what tuition levels are realistic, how they compare with peer schools, and what operational changes they may require.

GOAL 2: Grymes will seek greater gift support through institutional advancement efforts including Annual Giving, Planned Giving, Alumni Relations, Publications, and individual donor contact through friends of the School efforts.

- Adopt a gift policy to establish procedures for accepting and recognizing gifts.
- Sustain the high rate of parent participation, while pursuing strategies to increase gift levels.
- Expand programs for alumni engagement that lead to annual gift support.
- Increase the use of marketing (print, electronic, personal interaction) to promote Grymes’ case for giving.
- Consider special tactics such as designated giving options and monthly payment schedules.
- Increase development staffing to effectively implement
 - Planned Giving
 - Alumni Relations
 - Communications

GOAL 3: Grymes will develop a multi-year plan for increasing the school’s endowment.

- Direct the Finance and Development Committees of the Board to develop creative strategies and disciplines for maximizing growth, including conservative spending policies, budget surpluses, fundraising activities, and gifts to the endowment. Design and implement a strategy for raising endowment dollars through estate planning and deferred gift vehicles.
- Set fundraising and investment growth objectives in a multi-year plan to increase Grymes’ endowment to \$10 million or better.

GOAL 4: Grymes will review and revise its accounting policies and procedures in order to provide the board with information about the School’s financial condition so that it can properly execute its fiduciary responsibilities.

- Gather a task force to compare current accounting procedures with best practices.
- Identify reporting procedures that will enable the Board’s periodic review of all school funds, physical assets, debt, budgeted vs. actual performance, financial projections,

historic dollar values for the endowment, and such other information as the Board may require.

- Provide such financial information as required in support of and execution of the Strategic plan.
- Make financial projections , including costs of executing the Strategic Plan, under favorable and unfavorable scenarios for enrollment.

GOAL 5: Grymes will design, plan and prepare for a future campaign, to garner the resources needed to fund the larger priorities of this strategic plan.

- Grymes will design, plan, and prepare for a campaign to garner the resources needed to fund the larger priorities of this Strategic Plan.

STRATEGIC PLAN PROCESS

During the school year 2012, the Board of Trustees and the Head of School felt the need for a new strategic plan, the last one having been completed in 2007. All of the action items on that plan had been completed, and the focus of recent years had been the design, funding, and building of Gardner Hall. As a result, the Board formed a task force to develop a new plan. The group appointed included representatives from the board, administration, faculty, and parents, some of whom can also be called past parents, alumni, and past faculty.

After several meetings in the fall of 2012, the Strategic Plan Committee decided to seek the help of a consultant. Several were recommended, but in the end it was decided to go with Tracy Savage of Marts&Lundy. She outlined her process, responsibilities, and charges (\$18,000), and a contract was signed.

Ms. Savage's plan was to make three visits to Grymes: the first to meet with the Committee. During the second visit, she would lead focus groups, gathering information about the attitudes and opinions of the school from board members, parents (past and present), faculty, students, and alumni. The third visit would be for a planning assembly of representatives from every part of the school family, including representatives of other schools as well as the community at large. In between, she would provide a survey to be distributed to the whole school family. And so it was. After all was accomplished, Ms. Savage, being armed with all the information she needed, provided us a draft of a strategic plan.

The Strategic Plan Committee met often during the fall of 2013 and winter of 2014 reviewing and revising the draft, calling in representatives from the school community to help with each section of the plan. The completed plan was presented to the Board of Trustees in April of 2014 and was approved. In addition to the plan itself, a 'spreadsheet' (matrix) for the action items was developed identifying who would be assigned the various tasks as well as a completion date. Even this list was reshaped into chronological form for the benefit of the head. Both the matrix and the chronology may be found in the appendix at the end of this document.

STRATEGIC PLANNING TASK FORCE

2012-2014

Ed Stelter Co-chair, Board of Trustees, parent

Bernice Walker Co-chair, Board of Trustees, grandparent, past faculty, past parent

Penny Work, Head of School

David Perdue, Chairman of the Board 2012, parent

Justin Wiley, Chairman of the Board 2013-2014, parent

Tom Bond, Board of Trustees, past parent

Pat Barnhardt, Assistant Head, past parent

Phoebe Warmack, Parent

Evelyn Chaleki, Technology teacher, Past Parent,

Hope Scibal, Board of Trustees, Parent

Grayson Butterfield, Parent, Alumna

Elaine Alexander, Director of Development, parent