



GEORGE SCHOOL

THE PLAN FOR
GEORGE SCHOOL

Informed. Creative. Global.

Mission Statement

With Quaker tradition as its touchstone and academic excellence at its core, George School seeks to develop citizen scholars cheerfully committed to openness in the pursuit of truth, to service and peace, and to the faithful stewardship of the earth. We want our students to treasure learning for its own sake and to use it to benefit a diverse world. Above all, we want them to “let their lives speak.”

The Plan for George School: Vision

BY 2029, George School will strengthen its position as an academically excellent, authentically global school animated by the ethos of a Friends education. The priority areas in this document address the first five years of focused activity.

George School graduates go on to some of the finest colleges and universities in the world, and as education changes and as research tells George School what adolescents need to thrive, a George School education will be innovative and responsive to students’ changing needs while building enduring foundations for life-long learning. As adults, our graduates will be influencers, leaders and change makers the world

over—ethical people of integrity who put their education to work for the good of others in every occupation and life path imaginable.

Execution of this plan lays the foundation for George School’s future—to maximize enrollment with the strongest mix of students in terms of academics, personal qualities and potential, diversity and ability to pay. It will ensure the curriculum is forward-looking and balanced with a strong sciences and liberal arts foundation explored through interdisciplinary and project-based learning. The plan is intended to place George School on the strongest financial footing where tuition and philanthropy will produce a balanced budget through strategic initiatives.

Enduring Commitments

AS GEORGE SCHOOL embarks on the next chapter in our growth, we endorse our ongoing commitments to key principles in both the execution of our strategies and our day-to-day operations:

- ▶ Adherence to the Quaker belief in the unique gifts and value of every individual, the Testimonies, and regular Meeting for Worship
- ▶ Infusing a Quaker ethos throughout the George School community and ensuring the endurance of a Friends education at George School.
- ▶ Balancing the desirability of decision-making by unity of the meeting with need for effective leadership promoting innovation and risk-taking in the name of institutional improvement
- ▶ Data-driven decision-making and regular monitoring of progress towards clearly articulated goals
- ▶ Creating a diverse and inclusive student and adult community
- ▶ Embracing diverse cultures, backgrounds, and ideologies—and the perspectives they bring to the school—as educational and formational assets for our students and adults alike
- ▶ Responsible stewardship of the environment
- ▶ Accurate and effective communication about the school, its programs and its people, to all of our audiences and potential audiences

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Priority Area I

Informed Creativity: Excellent Teaching and Learning

THE GEORGE SCHOOL Curriculum will be student-centered, creative and innovative—designed and delivered by dedicated and caring teachers well supported by ongoing professional development. The George School experience is designed to develop the life-long intellect, character and well-being of its students. The curriculum is sufficiently flexible to allow for student customization, is inquiry-based, promotes meaningful connections among and between disciplines, and provides opportunities for student-faculty research. It exemplifies a quality, authentic Friends education, is guided by personalized advising and fit-focused college counseling, and provides for a balanced, healthy student life. The diversity of cultures and ideas present in the school are integral educational resources.

KEY INITIATIVES

1. Intentional, Coherent Learning Experience

Curriculum Revision – By the end of the 2021–2022 school year, George School will have designed and begun to implement a curriculum characterized by informed creativity. That curriculum will include:

- ▶ A significant interdisciplinary experience for all students

- ▶ An enhanced set of offerings in science, technology, engineering and math, linked to teaching in the arts (thereby capitalizing on two of our strengths)
- ▶ Inquiry-based learning as a signature pedagogy for George School
- ▶ A signature learning experience that complements the IB diploma program
- ▶ A deep commitment to the IB Diploma program
- ▶ A strengthened advising program that provides consistency of advice about the school's offerings and resources, personalized to meet the needs of individual students
- ▶ Fitness & Athletic Program that complements, supports and is integrated with the school's academic and non-academic goals

2. Raise up Faculty and Staff

Professional Development – The School's commitment to excellence in teaching will be made evident through the creation of a comprehensive professional development program. The program will be aimed at the ongoing growth of the faculty in their subject areas and pedagogy. Professional standards and expectations will be clarified. Differing career paths will be identified to provide reward and recognition for the various skills and interests that benefit the

school and students. Opportunities for additional training, sabbatical leave and growth assignments will be closely tied to the educational aims of the school and our commitment to ongoing professional growth of teachers.

Teacher Evaluation – A rigorous and supportive teacher evaluation program will be developed to help new teachers grow into master teachers, and hold all teachers, advisors and coaches to high institutional expectations and standards.

Encouragement and support for a research-informed and research engaged, collaborative professional culture.

KEY PERFORMANCE INDICATORS

1. Approval of timeline for curricular review fall 2019
 - By end of 2019–2020 academic year, a new yearly schedule and set of graduation requirements proposed
 - By winter 2020 (FY21) a daily schedule proposed
 - New curriculum implemented fall 2021
2. Implementation of fitness and athletics plan
3. Implementation of regular student/family satisfaction surveys
4. Measurement and improvement of overall faculty teaching quality/consistency
5. Measuring student mastery of content

The George School experience is designed to develop the life-long intellect, character and well-being of its students.

Priority Area II

Thriving Locally and Globally

GEORGE SCHOOL graduates are true cosmopolitans—citizens and leaders of the world who are attuned to and educated about the human condition. They and their school are active in the community and the world to develop the “arts of engaged citizenship” through service, internships and other experiences off campus. It grows strong relationships with its local and global communities, so that they are assets to our students and George School is an asset within its communities. George School takes advantage of its location in Newtown, Bucks County and the Mid-Atlantic megalopolis for the benefit of its students and shares its strengths and programs throughout those areas. All of George School’s students, regardless of nationality or place of permanent residence, are global citizens and reap the benefits of George School’s diverse and inclusive school community. This perspective and awareness provide the tools for learning how to work with and influence people and events in a variety of situations. Essential to their formation is the ability to put into practice lessons they learn in their classes and the competencies they cultivate while at George School. Access to wellness support, robust college counseling, critical skill development and entrepreneurial exploration will be provided to all students through a comprehensive and coordinated

set of resources designed to ensure students thrive at George School and beyond.

KEY INITIATIVES

1. To equip students with the skills to thrive

Wrap-around skill development in areas such as public speaking, resume crafting, interviewing, self-advocacy, leadership, collaboration and conflict resolution

- ▶ Support through strengthened advising, counseling, and wellness programs
- ▶ Continued investment in a robust, fit-focused college counseling program
- ▶ Support in realizing student ideas—entrepreneurship and innovation
- ▶ Intentional programs and experiences to develop self-awareness, confidence, and passions

2. To enhance local engagement

- ▶ Service, internship and employment opportunities in the region
- ▶ Use of the campus to benefit the local community

3. To enhance global engagement

- ▶ **Global partnerships** – Establish at least one partnership with a school abroad for regular academic exchanges. Create partnerships with the same or different school(s) for professional

development of faculty and staff and service learning

- ▶ **Study Abroad** – Develop a variety of pathways for students to study abroad for all or part of an academic year or in the summer.
- ▶ Reimagine service learning that prizes local and global engagement

KEY PERFORMANCE INDICATORS

1. Initiate work to revise service, internships, and study abroad within the curriculum
2. Development of staffing requirement and objectives to support/shape this initiative, as well as a timeline for implementation
3. Measurement of effectiveness of programs vs stated goals of programs

Priority Area III

Communicating and Celebrating the George School Experience

GEORGE SCHOOL shares its stories. It does this within a consistent, proactive, intentional, funded & staffed program to most effectively reach its best audiences. This happens through introducing prospective families to the value of a George School education, fostering alumni engagement, and sharing its impact and reach with the wider world.

1. George School will articulate a coherent and distinctive value proposition supported by compelling media, materials and programs.

- ▶ Establish brand consistency
- ▶ Enhance brand reach
- ▶ Use a multi-channel approach to reach target audiences

2. Starting in fall 2019, George School will implement a data-driven marketing program that targets select new markets domestically, while broadening our international outreach

- ▶ George School will dedicate resources to develop prospective pipelines
- ▶ George School will concentrate enhanced admission efforts in strategic domestic markets, leveraging Quaker and IB partnerships
- ▶ George School will enhance its visibility in markets outside of China, specifically in India, the UAE and nearby Arab countries, and in the United Kingdom. The goal over time is to diversify our international population for both educational and fiscal reasons.

3. George School will publicly celebrate the accomplishments of its students in all areas, particularly academics, culture, and athletics

- ▶ George School will lift up student and faculty accomplishments in timely and effective ways
- ▶ George School will also strategically select and celebrate the accomplishments of young alumni to build alumni engagement and pride
- ▶ We will annually publicize our college list and yearly points of pride
- ▶ Enhance George School's reputation and relationships with colleges and universities targeted by its students

KEY PERFORMANCE INDICATORS

1. Delivery of detailed Admissions Marketing Plan during FY 19–20
2. # Students enrolled from new domestic and international markets
3. Working toward an applicant pool of 1,000 appropriate applicants by FY23
4. Improvement in yield among all socioeconomic bands
5. Reduction in attrition
6. Improved distribution (geographic, SocEcon mix, diversity) of student population
7. Marketing analytics
8. Brand Awareness in target markets
9. Admitted student questionnaires
10. Tracking and measurement of George School alumni college experience

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Priority Area IV

Organize for Success, Innovation and Growth

GEORGE SCHOOL constantly evaluates its systems, structures, and resources to ensure that it can act efficiently and effectively based on data and best practices while keeping the goals of all its constituencies in mind. Innovation requires testing, feedback and failure. George School's culture promotes frank and open discussion, rejoicing in each other's gifts and listening deeply and with kindness in the search for truth. Our culture also requires us to engage in discernment and processes leading to actionable outcomes.

KEY INITIATIVES

1) A Campus for Community and Learning

Commission a campus master plan and engineering study to identify needs and establish priorities.

- ▶ create academic and creative space for all students, to support interdisciplinary work in arts, sciences and math and allow students to explore their own creativity and interests
- ▶ ensure that indoor spaces reflect how we value our students, faculty and staff
- ▶ develop campus spaces where all community members and our

neighbors can slow down, recreate and build community

2) Technology & Data Evaluation and Plan

Promote excellence in operational and administrative management and support understanding of George School's value to students and families, by developing or adopting practices and technology to allow objective analysis of outcomes and inform investment decisions.

- ▶ Inventory and Assessment of existing databases, data needs, professional development and technology
- ▶ Development of a usable model that allows quantitative analysis of potential impact of new initiatives
- ▶ Adoption of benchmarks for each strategic area
- ▶ Development and adoption of efficient data gathering methodologies and education of users of the purpose, rationale and requirements to create reliable data.

3) Decision-making structures and practices

Review decision-making practices to ensure that they are well-understood, effective and efficient, as well as inclusive, at all levels of the organization.

- ▶ Train Faculty, Staff, Administration

and Board Members in Quaker decision-making process to ensure the existence of a shared understanding

- ▶ Review committee structures, lay down under- or ill-used committees and articulate best practices in reporting and behavior

4) Review of staffing needs and competencies and realignment where necessary

KEY PERFORMANCE INDICATORS

1. Campus Master Plan timeline and implementation timeline
2. Technology inventory and assessment: timeline and findings
3. Governance assessment, findings and timeline for implementation
4. Staff/Faculty engagement surveys

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