



A Discussion of Seabury's Strategic Plan

October 7, 2009

November 3, 2009

First, let's look at how
Seabury functions as a
business.





Costs

Revenue

Fixed Costs

Cap cost of facilities

Equipment, course materials

Depreciation

+ Semi variable costs

Minimum faculty

Utilities

+ Enhancements

Specialists, aides, supplemental
materials

+ Variable Costs

Tuition rate

x

Enrollment

- Financial aid


+ Fundraising



Implications

- ❑ Costs are largely fixed; revenue is variable.
- ❑ A revenue cushion and reserve fund must be maintained to cover periods of deficit.
- ❑ Increased revenue allows for continual enhancement of program and facility.
- ❑ Three ways to build cushion and enhance program / services: increase tuition, expand fundraising, or build enrollment.

Seabury's Strategic Plan



Seabury's Mission

Seabury School challenges gifted children in a community that cherishes each individual and fosters a love of learning, discovery and creativity.



Seabury's Vision Statement

The vision for Seabury is to accomplish Seabury's Mission for a student body that has grown to two full classes of 16 for each grade from pre-K through 8th, with a talented, stable, enthusiastic, and suitably compensated faculty, in a facility well-suited to its purpose and well-located to serve its market. It will own its facilities and generate resources in most years that will allow for the steady improvement of curriculum, facilities, and provision of financial aid to students. In so doing, **Seabury will become the preeminent provider of specialized education for gifted/highly capable students in the South Puget Sound region.**



Seven Objectives

- I. Build enrollment
- II. Launch middle school program
- III. Consolidated facility
- IV. PNAIS accreditation
- V. Expand philanthropic outreach
- VI. Alternative financing
- VII. Develop & use progress indicators



I. Building Enrollment

- First step: cultivate a culture of recruitment across the Seabury community.
- Each student functions at a “genius” or “near-genius” level and is an asset to classmates. Increased enrollment will enhance the quality of a Seabury education.
- Seabury’s market penetration is a fraction of a percent of the pool of qualified students.



II. Launching the Middle School Program

- Fills a huge gap in gifted education resources in the region.
- Increases lower school's ability to attract and retain students, especially in the 4th and 5th grades.
- Sustainable, flexible model is tailored to the needs of gifted students in a small school.



III. Toward a Consolidated Campus

- Longest range goal.
- Optimize location and functionality of school facilities.
- Create room necessary to realize Vision.



IV. Obtain PNAIS Accreditation

- Process ensures we adopt best practices in school management and governance.
- Accreditation enhances Seabury's attractiveness, credibility, and prestige.
- Accreditation team will visit in fall of 2010, with accreditation in spring of 2011.



V. Expand Philanthropic Outreach

- Develop culture of philanthropy within Seabury community.
- Improve the board's skill in fundraising.
- Expand circle of Seabury supporters.



VI. Investigate Alternative Financing

- Explore ways to finance the lower school building more cost effectively than by commercial mortgage.
- Develop additional revenue streams compatible with Seabury's Mission and Vision.




VII. Develop Progress Indicators

- It's important to measure how we're doing.
- Surveys, objective measures at regular intervals.




Strategic Financial Plan

- 5 year plan based on conservative projections for increases in enrollment and tuition revenue (3% average).
- 82 students in 2009-2010 school year provides break-even operational budget.
- As enrollment grows, fundraising revenue and additional tuition revenue finance program enhancements, development of reserves and increased financial aid.




Increased Revenue = Enhanced Program and Services

- Build Capital and Operating Reserves.
- Add Staff to Support Program Growth.
 - Marketing / Admissions
 - IT
 - Lower school teachers / classroom aides
 - Middle school staff with addition of 8th grade



Increased Revenue = Enhanced Program and Services

- Facilities Improvements
 - Paint and carpet LS campus
 - Playground improvements
 - Grounds maintenance service
 - Classroom furnishings
- Technology
 - Replace aging and add new resources



Increased Revenue = Enhanced Program and Services

- Staff Compensation and Benefits
 - Maintain ability to attract and recruit exceptional staff
 - Resources for ongoing staff training
- Curriculum Materials
 - Art Docent Program
 - Extension materials
 - Library resources



You Are Invited...

Meet the Board

October 15, 2009

7:00 - 7:45 pm

Meet Seabury's Trustees and learn about the role of the board at Seabury

7:45 – 9:00 pm

Regular Board Meeting. Parents are invited to stay or to leave prior to the start of the meeting.