


Madrona
Independent School

OUR MISSION

OUR SCHOOL EXISTS FOR THE EDUCATION OF GIFTED AND EXCEPTIONAL STUDENTS. WE EMBRACE THESE UNIQUE YOUNG PEOPLE AND PREPARE THEM FOR THE WORLD WE SHARE.





OUR VISION


TO BE A LEADING INDEPENDENT SCHOOL WHICH OFFERS A PERSONALIZED LEARNING EXPERIENCE IN A NURTURING AND JOYFUL ENVIRONMENT THAT GUIDES OUR STUDENTS TO REACH THEIR FULL POTENTIAL

OUR VALUES


Our values form the foundation of everything we do and guide the actions of our students, our staff and our families. We hold ourselves and each other to these values and represent these values to the world we share.


KINDNESS  We welcome, include and support each other inside and outside of our school.

INTEGRITY  We honour our commitments and are accountable for our actions. We are responsible, honest and ethical in all that we do.

RESPECT  We act truthfully and with full regard for the rights and needs of others.

COURAGE  We take action on what we believe is right. We take thoughtful risks and learn from our mistakes.

CURIOSITY  We have a strong desire to learn and inquire about our world, and support each other in these pursuits.

SERVICE  We strive to be good citizens and give back to our community.



Madrona

Independent School



SHELLEY LAMMIE
HEAD OF SCHOOL



JAY SCHLOSAR
BOARD CHAIR

Dear Madrona Families,

The Madrona Strategic Plan outlined in this document creates the roadmap for Madrona’s journey for the next three years (2019-2021). This strategic plan is built upon results of engagement with our families and educators over the past two years.

Our Mission, Vision and Core Values inform the strategic plan and guide us to achieve the goals laid out within our three pillars:

- ✓ Innovative Teaching and Learning Environment,
- ✓ Sound and Sustainable Management, and
- ✓ Connecting with Our Community.

We are excited about the future at Madrona School, and we believe that Madrona is on track to become a leading independent school in Vancouver for gifted and exceptional students.

We take pride in our commitment to educate the whole student and provide outstanding social-emotional and academic programmes through a personalized learning experience in a nurturing and joyful environment.

We invite you to join us as we embrace these unique young people and prepare them for the world we share.

Shelley Lammie
Head of School

Jay Schlosar
Chair, Board of Directors

MADRONA'S EDUCATIONAL APPROACH

Madrona is a small independent school that offers an academically challenging program for gifted and exceptional students from Kindergarten through Grade 9.

Our purpose is to prepare our students academically, socially, and emotionally for their future paths. After Grade 9, our students are welcomed into other independent schools and specialized programs in local public high schools.

At Madrona we know that each student's gifts are different and that students may be advanced in some areas but may need additional support in others. Our strengths are our low student to educator ratio and our focus on project-based and independent learning, intentionally planned to address the asynchronous pathways of gifted students, and our flexibility. Our expertise is in educating gifted students in a non-traditional way.

We are flexible in our use of space, both indoors and outdoors, the makeup of our student groups (based on student needs rather than chronological age), the courses we offer students, and the ways in which students are able to show their thinking and learning.

Our philosophy is to educate the whole child. This means ensuring that our students develop the foundational skills and the core competencies required to be positive contributors to their local communities. These competencies include thinking and problem solving, entrepreneurship, adaptability, collaboration, communication, analyzing information and curiosity and imagination¹. The core competencies and our strong focus on social-emotional learning is embedded in everything we do.

¹ These competencies are described in greater detail in The Global Achievement Gap, by Tony Wagner (2008)





MADRONA'S STRATEGIC PLAN

OUR MISSION

Our school exists for the education of gifted and exceptional students. We embrace these unique young people and prepare them for the world we share.

OUR VISION

To be a leading independent school which offers a personalized learning experience in a nurturing and joyful environment that guides our students to reach their full potential.

STRATEGIC PILLARS

<p style="text-align: center;">PILLAR 1</p> <p style="text-align: center;">Innovative Teaching and Learning Environment</p> <div style="border-left: 1px solid white; border-right: 1px solid white; padding: 5px;"> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">ACTION AREAS</p> <ul style="list-style-type: none"> » Pursuing Personalized Learning in Flexible Environments » Prioritizing Professional Recruitment, Growth and Development » Fostering School Community Outreach and Service » Supporting Effective and Collaborative Student Transition </div>	<p style="text-align: center;">PILLAR 2</p> <p style="text-align: center;">Sound and Sustainable Management</p> <div style="border-left: 1px solid white; border-right: 1px solid white; padding: 5px;"> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">ACTION AREAS</p> <ul style="list-style-type: none"> » Supporting Stable Leadership and Succession » Maintaining Disciplined Financial Management » Securing Safe and Reliable Facilities and Technology » Responsible Approach to Student Enrollment and Retention </div>	<p style="text-align: center;">PILLAR 3</p> <p style="text-align: center;">Connecting With Our Community</p> <div style="border-left: 1px solid white; border-right: 1px solid white; padding: 5px;"> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">ACTION AREAS</p> <ul style="list-style-type: none"> » Engaging with Parents and the School Community » Celebrating Our Culture and Our Successes » Creating Partnerships with the Educational Community » Growing Community through Advancement </div>
--	---	---

OUR VALUES

Kindness, Integrity, Respect, Courage, Curiosity, Service

STRATEGIC PILLARS & ACTION AREAS

PILLAR 1



INNOVATIVE TEACHING AND LEARNING ENVIRONMENT

Madrona has identified four action areas to support an Innovative Teaching and Learning Environment:

1. Pursuing Personalized Learning in Flexible Environments
2. Prioritizing Professional Recruitment, Growth and Development
3. Fostering School Community Outreach and Service
4. Supporting Effective and Collaborative Student Transition

1. Pursuing Personalized Learning in Flexible Environments

At Madrona we recognize that our gifted and exceptional students perform best in safe, flexible learning environments which promote positive social interactions, opportunities for leadership, emotional well-being, and intellectual challenge.

Madrona will continue to place priority on small-group learning cohorts, led by educators with access to specialized professional development opportunities geared towards supporting Madrona's unique students and educational approach.

2. Prioritizing Professional Recruitment, Growth and Development

The pursuit of excellence by our students is best led, championed, guided and inspired by excellence amongst our teaching professionals and supporting faculty. The Madrona team is, and will continue to be, uniquely prepared to support the educational, social and emotional needs of gifted and exceptional students.

Madrona will continue to take action to recruit and retain professionals with specialized skills and competencies. This priority also requires a commitment to continuing professional development, cross-collaboration, creative opportunities, and ongoing professional goal-setting and evaluation.

3. Fostering School Community Outreach and Engagement

Madrona's values recognize that educational excellence is not limited to either academic or social development, but also ensuring our students learn and grow as contributing members to our school, our community, our city and our global society.

We will continue to support our established civic service commitments, including the City of Vancouver Adopt a Catch Basin and Adopt a Block initiatives, as well as expand our volunteer and service opportunities for students.

4. Supporting Effective and Collaborative Student Transition

We celebrate our students' successes when they transition to their next school. We know that we have prepared our students for the challenges of their next step towards the B.C. Graduation Program and post-secondary opportunities.

As an action item in this strategic plan, Madrona is dedicating significant effort to building networks and relationships with other schools and programs in the region to support our students in developing personalized transition plans tailored to their ambitions, and inspired by their successes.

PILLAR 2



SOUND AND SUSTAINABLE MANAGEMENT

For the next three years, Madrona will be placing focus on the following four action areas to achieve Sound and Sustainable Management:

1. Supporting Stable Leadership and Succession
2. Maintaining Disciplined Financial Management
3. Securing Safe and Reliable Facilities and Technology
4. Responsible Approach to Student Enrollment and Retention

1. Supporting Stable Leadership and Succession

In 2018, Madrona undertook a significant process with its families and educators to identify and recruit a new

Head of School. This recruitment represented a significant turning point for the organization and set the beginning of a new path underscored by qualified, competent and compassionate leadership.

As Madrona evolves under Ms. Lammie's leadership, action will be taken to support key business and administrative functions for ongoing operations, supplemented by external professional services where required.

2. Maintaining Disciplined Financial Management

While Madrona receives a level of provincial funding as an Independent School, it is not at the same level as public schools or some other independent schools. Therefore, we must rely on tuition fees to sustain our school, and philanthropic gifts to enhance Madrona's learning environment and secure our school's future.

Madrona's operating environment is driven by high costs – including the need to competitively remunerate our teaching professionals and operate facilities within a high-cost real estate market, while also maintaining Madrona's uniquely small class sizes and personalized levels of service.

Madrona's approach to this high cost environment will focus on creating stable and predictable revenues while controlling costs. To this end, we will:

- ✓ annually review tuition levels to ensure they are adequate to sustain services while also competitive with the education market;
- ✓ seek support from families through advancement and philanthropy; and
- ✓ take a responsible, mission-appropriate approach to recruiting new students.

These actions will be balanced by strong oversight of school spending to maximize our internal resources, take advantage of third-party services, and carefully manage our fixed costs such as facilities and technology.

3. Securing Safe and Reliable Facilities and Technology

Delivering Madrona's commitment to educational excellence requires that we provide cost effective fundamental infrastructure appropriate to our students' present and future needs. School facilities and technology are the leading elements of this infrastructure.



Madrona has initiated a project to complete the takeover, renovation and maximization of space adjacent to its existing campus under a secure lease for the next five to ten years. This approach will provide cost controlled, stable and improved classroom facilities that will facilitate a managed increase in enrollment over time.

Purposeful integration of technology into the classroom will continue to be a priority while ensuring that those technologies are safe and secure for our students.

4. Responsible Approach to Student Enrollment and Retention

Taking a responsible approach to enrollment management is critical to maintaining Madrona's innovative teaching and learning environment. Madrona will continue to apply best practices in recruitment, identification, assessment and enrollment of gifted and bright students and their families through the admissions process.

PILLAR 3



CONNECTING WITH OUR COMMUNITY

Madrona will support connections with our community using these four actions:

1. Celebrating Our Culture and Our Successes
2. Engaging with Parents and the School Community
3. Creating Partnerships with the Educational Community
4. Growing Community through Advancement and Philanthropy

1. Celebrating Our Culture and Our Successes

At Madrona, we are proud of our values-led culture, our successes, and the achievements of our students. Acknowledging and sharing those values and

achievements inside and outside the classroom, including successful transition of our alumni from Madrona, is a key priority for our school going forward.

Madrona's use of social media to highlight our joyful **#MadronaMagic** has increased, and we will continue to profile our values in this way. We will also celebrate our values, successes and achievements through school and volunteer led family community building activities.



2. Engaging with Parents and the School Community

Effective and meaningful communication with our students and families is a priority for the Head of School and the Board of Directors. From the Head of School, this includes regular updates on school activities, achievements and opportunities. From the Board of Directors, this means communication with families as members of the Society.

With the help of technology, Madrona will pursue enhanced communication and engagement opportunities through improved use of social media in addition to web-based and email communication.

School and volunteer led opportunities for parent-community celebration and connection will be encouraged, with the goal of caring for our Madrona community and families.

3. Creating Partnerships with the Educational Community

The needs of gifted and exceptional students are not well understood across British Columbia's education system. This can at times be reflected in policy or funding decisions that have the potential to impact Madrona in the long-term.

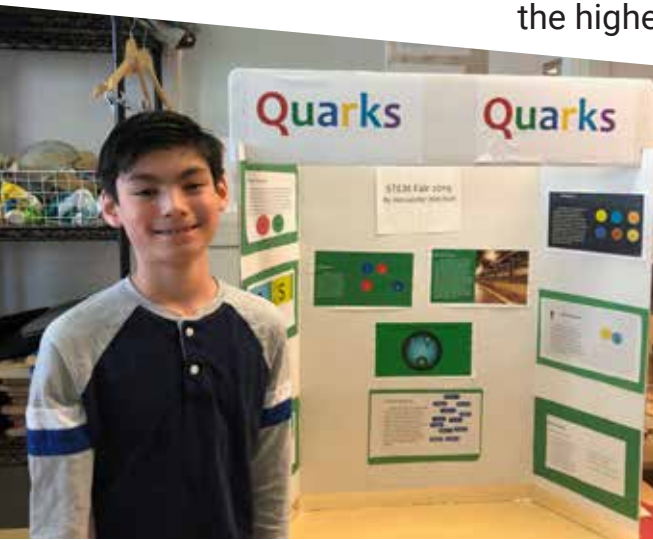
The interests of independent schools in general are well-represented to policy-makers through the Federation of Independent School Associations in British Columbia (FISA BC). The interests of gifted students in particular are represented by the Gifted Children's Association of British Columbia.

Madrona is committed to engaging with advocacy groups to ensure that our unique experience and expertise can help inform policy decisions. By demonstrating "quiet leadership" we can draw attention to meaningful, positive outcomes for students that will be critical as policy decisions evolve in coming years.



4. Growing Community through Advancement and Philanthropy

Madrona relies on tuition fees to sustain our school's operations, and philanthropic gifts to enhance Madrona's learning environment and secure our school's future. Our ability to offer the highest level of excellent in enhanced programs and facilities to sustain our students' curiosity, encourage joyful learning, and promote intellectual creativity depends on advancement and philanthropic giving.



The sound and sustainable approach to financial discipline outlined in this Strategic Plan will serve to carefully steward gifts, while advancing the needs of the school.

Advancement activities are also an opportunity for community members to connect in meaningful ways, have fun, learn together, and celebrate our **#MadronaMagic**.

HOW CAN I GIVE TO MADRONA?

To make your one-time gift, a monthly pledge, or to donate securities, please visit <https://www.canadahelps.org/en/charities/madrona-school-society/>.

To discuss major or planned giving opportunities, please arrange a personal meeting with our Head of School, Ms. Shelley Lammie by calling 604-499-7303

The Madrona School Society is a registered charity. Receipts are issued for all donations.

Registered Charity 89656 8417 RR0001


Madrona
Independent School


Canada
Helps.org
giving made simple

The logo for Madrona Independent School features the word "Madrona" in a blue, sans-serif font with three green leaves above the letter 'a'. Below it, the words "Independent School" are written in a green, sans-serif font.

Madrona

Independent School



Madrona School Society
2064 West 10th Avenue, Vancouver, BC V6J 2B3

(604) 499-7303
info@madronaschool.com

MADRONASCHOOL.COM