



STUDENT SUCCESS: A Foundation for the Future

**PRESTON HOLLOW
PRESBYTERIAN SCHOOL**

STRATEGIC PLAN | 2024-2027



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STUDENT SUCCESS: A Foundation for the Future

Introduction

Since 1962, Preston Hollow Presbyterian School (PHPS) has been fulfilling its mission focused on individualized instruction for students who learn differently. We are now at a turning point with new paths to explore, new opportunities to define, and new dreams to follow.

Student success is at the very core of our mission – it is the defining purpose for all that we do. It is the fundamental priority both now and in the future.

As we looked to the future, we recognized the need to strategically set the direction of the school and to provide the necessary focus for what lies ahead. In early 2024, the Board engaged consultants to conduct a strategic audit and to guide the PHPS school board strategic planning committee and school leadership through the process. Insights gained from the audit helped inspire our three priorities and the goals and strategies to accomplish them.

The process offered time for reflection, during which we examined strengths, challenges, and opportunities. Our primary charge was to identify and move proactively forward to chart our course for this next chapter. We focused on the fundamental questions:

- What should we be and why?
- How can we deliver our mission more successfully?
- How do we best serve our students?

We are honored to present to our community the 2024-2027 Strategic Plan for Preston Hollow Presbyterian School.

The real work begins now as we launch this bold, yet practical, plan. We invite you to help us realize the aims and aspirations outlined here, as we remain focused on practices that reinforce our mission and ensure our students thrive in the future.

We will track our progress, reporting annually on both accomplishments and shortfalls. As we learn and grow, we will conduct course corrections contemplating revisions and updates as needed. We are equally committed to being responsive to ever-evolving circumstances and opportunities.

Thank you for joining us on this journey – every member of the school community will play a vital role in the successful implementation of the plan. We are confident, excited, invested, and motivated as we enter this next phase and look forward to all that is to come.

Sincerely,

Matt Roberts
Board of Trustees Chair, 2024-25

Townsend Heald
Strategic Planning Committee Chair, 2024-25

Nicole Bell, PhD
Director, PHPS



History

Preston Hollow Presbyterian School (PHPS) was founded in response to the needs of the Dallas community as the first outreach mission of Preston Hollow Presbyterian Church. The church members wanted to provide an elementary education with a Christian perspective for children with learning differences. The school now operates as a separate entity governed by a Board of Trustees. PHPS is a non-profit, private, co-educational day school. PHPS is Dallas' oldest private school dedicated to educating bright children with mild to moderate learning differences in grades K-6. Small by design, we provide an individualized, research-based, multisensory program to build the confidence and skills of our students.

Mission

It is the mission of PHPS to provide a nurturing, highly personalized school environment that cherishes and supports qualified students with learning differences while challenging them to achieve their full potential. We are committed to facilitating our students' return to mainstream education equipped with strategies for future learning experiences.







Strategic Priorities

AFFIRM

AFFIRMING MISSION & IDENTITY

BUILD

BUILDING FINANCIAL SUSTAINABILITY

STRENGTHEN

STRENGTHENING COMMUNITY

PLAN

PLANNING FOR FUTURE SUCCESS





Priority 1

AFFIRMING MISSION & IDENTITY

While honoring our roots, we must clearly and confidently state who PHPS is and where we are headed. It is critical that we remain forward-looking in seeking and adapting to new opportunities – to prepare us for the changing needs of our students. As we consider new opportunities, we must ensure we grow programs, curriculum, staff and facilities with purpose – strategically and incrementally.

Part of moving forward is ensuring that our institutional structure is the best possible for our students. Articulating the school's value as a student-centered organization focused on student success will enhance our competitiveness within the Dallas independent school community and strengthen our reputation as a leader in learning difference education.

GOAL: Reaffirm PHPS Mission*Strategies:*

- Study, evaluate, and assess the current model and structure of the school.
- Determine and recommend the best path toward fulfilling the school's mission.
- Ensure that our facilities enhance and support our mission and vision.

GOAL: Strengthen and clarify Governance to best lead PHPS into the future*Strategies:*

- Realign Board of Trustees structure and membership.
- Revise bylaws to reflect new governance structure.
- Clarify Board of Trustees member qualifications, roles and responsibilities.
- Commit to rigorous Board member training to best meet the needs of PHPS.
- Build Board of Trustees capacity to support the school's resource development needs.
- Communicate Board of Trustees direction and decisions to parents and our community through regular, clear communication.
- Assess the need to extend the school leadership team to ensure daily operations and strategic planning can both be prioritized.

GOAL: Uphold consistent and rigorous curriculum that fosters critical thinking and creativity, while deepening program offerings to prepare students for future education.*Strategies:*

- Assure consistency and excellence in classroom instruction and curriculum development in all grades and all sections.
- Assess potential programming changes to assist students in transitioning to mainstream learning environments.
- Review potential curriculum enrichments (co- and extra-curricular) that complement academics and remain aligned with the mission. Explore opportunities particularly in the Arts and STEM disciplines.
- Seek enhancement of social and leadership opportunities for students.
- Invest in advanced and engaging technologies to sustain and grow quality education standards in support of curriculum.

GOAL: Ensure that exceptional, highly qualified, mission-oriented teachers and staff make PHPS their long-term professional path.*Strategies:*

- Assess strategies for recruiting, developing, retaining, evaluating, and rewarding teachers who complement and enhance the mission.
- Provide competitive salaries and resources for educator growth and retention, and develop a process to ensure faculty compensation is competitive.
- Equip faculty with training and tools to implement differentiated instructional strategies to support and enhance student success.
- Enhance teacher observation, modeling, and feedback systems to ensure teachers are adequately supported.



Priority 2

BUILDING FINANCIAL SUSTAINABILITY

To build a strong financial future, it will be critical to develop and sustain resources that serve current and anticipated needs by utilizing strategic and comprehensive financial practices, both short and long-term.



GOAL: Evolve and maintain a comprehensive financial model that maximizes current and potential revenue streams while effectively managing and mitigating expenses.

Strategies:

- Create a financial forecast focused on funding priorities of strategic plan.
- Evolve financial models as new scenarios are known.
- Reduce reliance on tuition to support operations and financial budgets.
- Prioritize funding resources for areas that show increased need and/or demand.

GOAL: Utilize financial analysis to guide strategic tuition pricing and response to related implications.

Strategies:

- Develop five-year tuition strategy to ensure a stable, predictable model.
- Optimize affordability, while maintaining the school's financial health.

GOAL: Nurture a culture of philanthropy among members of the school community to build a broad donor base and secure annual and capital funding that supports student success.

Strategies:

- Prioritize development efforts and develop a comprehensive giving plan based on budget planning analysis and key priorities outlined in strategic plan.
- Hire full-time Director of Development to lead fundraising and communications efforts.
- Educate constituencies about funding priorities.
- Create multi-year campus improvements funding plan based on budgetary requirements.
- Determine timing, purpose, financial goal and needed infrastructure for capital campaign.
- Reimagine Annual Fund model to increase operational giving.
- Create strategies to grow existing Faculty Salary Endowment Fund and Scholarship Endowment Fund.

GOAL: Establish more affordability and access for a broader pool of families by increasing available financial aid to offset tuition costs.

Strategies:

- Build a stronger scholarship endowment to bolster financial aid funding.
- Cast net more broadly to include those who would benefit most from PHPS yet may need financial aid to enroll/attend.





Priority 3

STRENGTHENING COMMUNITY

We strive to be a welcoming community and to understand the importance of reinforcing a sense of belonging for everyone in everything we do. We must continue to welcome and embrace all community members to truly nurture all those who are part of the school experience.



GOAL: Maintain a welcoming and inclusive environment that fosters a sense of community.

Strategies:

- Create and implement a multi-channel communications plan to better manage flow of information to all community members, both collectively and by constituency.
- Establish more proactive practices to attract students from underserved communities.
- Explore ways to promote common purpose of student success.
- Provide more opportunities for community building among faculty/staff and families and increase faculty/staff participation in school events.

GOAL: Foster authentic, engaged and connected relationships with parents.

Strategies:

- Increase parent presence on the Board of Trustees.
- Provide new ways for parents to provide feedback and suggestions.
- Engage a broader group of parent volunteers.
- Work with Parent Club to refine parent involvement opportunities to build a strong bridge between the school and respective volunteers.

GOAL: Educate the school community about the important role philanthropy plays in sustaining the school's mission and excellence.

Strategies:

- Create compelling narrative to promote giving as way to benefit current and future students.
- Use multiple communication channels to provide cohesive and clear messaging about giving priorities.
- Establish and share deliberate messaging on annual giving and endowment giving.
- Encourage parents to be ambassadors for the school within the school community and beyond.
- Develop parents as leaders in fundraising efforts.

GOAL: Engage alumni and alumni parents in the future of the school.

Strategies:

- Define potential data collection needs and priorities.
- Identify and implement ways in which to highlight grateful alumni more broadly and strategically in communications and programs.
- Invite feedback from alumni and alumni parents.
- Create opportunities for alumni to share their experience and expertise with students and to contribute to the future success of the school.
- Actively engage in consistent communication with alumni and alumni parents.

PLAN FOR FUTURE SUCCESS

PRESTON HOLLOW PRESBYTERIAN SCHOOL'S new campus, opening in Fall 2025, is designed to enhance the educational experience for students with learning differences.

KEY FEATURES INCLUDE:

School Environment

Our new school environment will be spacious, bright, and inviting, designed for our small-group learning model while also allowing for collaborative learning spaces. Each space has been intentionally created with our students' unique learning needs in mind, including attention to lighting, color, materials, acoustics and layout. Additional space is available to grow our program offerings and support the ongoing needs of our students and community.

Classroom Learning

State-of-the-art large classrooms will support multi-sensory, research-based curricula, ensuring that each student is both challenged and supported through personalized instruction.

Outdoor Surroundings

The campus will feature expansive outdoor spaces and a thoughtfully designed playground, providing students with opportunities for experiential learning, creative play, and physical activity in a natural environment.

These enhancements reflect our commitment to providing a comprehensive education that fosters all aspects of a child's academic and social/emotional development.

STRATEGIC PLANNING PROCESS

1

Planning

The committee met regularly with our strategic planning consultant to establish a clear framework and timeline for the strategic planning process, ensuring alignment with the school's mission and vision.

2

Discovery

This phase involved interviewing various constituents, including faculty, parents, and students, to gather diverse perspectives and insights about the school's strengths and opportunities.

3

Analysis

Workshops were conducted to review the feedback and data collected during discovery, allowing for a thorough evaluation of themes and trends to guide decision-making.

4

Decisions

The committee, with the support of the entire board, built plan priorities and strategies that align with the school's goals and community values.

5

Implementation

Currently in progress and continuing through 2027, this phase focuses on executing the plan's initiatives to achieve the long-term objectives outlined in the strategy.



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