

**The Island School**

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**OUR BLUE HORIZON**

STRATEGIC PLAN 2022

# Letter from Head of School/CEO

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Dear Island School Families and Friends,

It is my privilege to lead The Island School at such a memorable moment in our organization's history. The Island School has thrived and grown rapidly since its inception by our visionary Founders, Chris and Pam Maxey. What began as an experiential semester away for a small group of students is now a vibrant, global community of students, educators, scientists and engineers with programs from pre-K to PhD.

The Island School sits poised for its next chapter and we are eager to begin shaping the future. In order to do so, we are required to carefully consider our past. As we embarked upon this Strategic Planning process, we spoke with countless individuals from the organization including alumni, alumni parents, former and current faculty and staff, our supporters and our partners to truly understand our story and the impact of the experiences we offer.

We learned that there is endless enthusiasm and commitment to our mission and vision, and affirmed our belief that our work is transformative, essential, and inspirational. We also learned that we have moved quickly over the years given our upwards, entrepreneurial spirit. At this juncture in our history—where we acknowledge the many successes of our past and look to the future—we have a great opportunity to define the common threads that unite our programs, bring our community together on one campus, support the people that make these experiences possible, and ensure we are here for years to come.

The priorities outlined in the following pages emphasize our longevity and strength and will secure our future with a solid foundation and unified identity. As always, we



dream big, and we have identified exciting opportunities to amplify our story and expand the reach of our mission.

I am thrilled to share with you the outcomes of our Strategic Planning process and the priorities that will guide us into the future and I look forward to updating you on our progress in the coming months.

Thank you,

Handwritten signature of Ben Adams



## Dear Island School Community,

The vision for our future was crafted by the Strategic Planning Committee, of which we are proud members.

Thank you to the many individuals that thoughtfully took the time to offer their insights, ideas, feedback, and helped shape this important path forward. The plan before us is a compilation of the voices of many and a comprehensive guide for our forward work and direction.

We hope you, too, find inspiration in the potential ahead as we turn together toward *Our Blue Horizon*. We will continue to improve upon how we can live well in a place and provide transformative experiences that lead to meaningful, lasting change, beyond our special place in Eleuthera.

Gratefully,

Alessandra Holowesko  
Island School Board of Directors  
Co-Chair Strategic Planning Committee

Tricia Vanacore  
Cape Eleuthera Foundation Board of Directors  
Co-Chair Strategic Planning Committee



# OFFERING TRANSFORMATIVE EDUCATIONAL EXPERIENCES

## VISION

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Leadership Effecting Change

## MISSION

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The Island School serves as a catalyst in the global transition to a more livable future through three institutional keystones:

- Develop a **sense of place** in students through immersion experiences in the natural and cultural environment;
- Model **sustainability** of individual lifestyles, larger communities, and the systems that support them;
- Create an **intentional community** in which members are cognizant of their abilities, limitations, and effect on others.

## CENTRAL QUESTION

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How do we live well in a place?



# ONE CIRCLE

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At The Island School, we have always believed in modeling a shift toward a more livable future. Founded by Chris and Pam Maxey with a vision to transform education, for over twenty wonderful years our community has provided opportunities to discover that people can make a difference, turn the tide, and effect positive change in the way we live. As we look ahead, The Island School is poised for the next phase of the journey in which we dig deeply into our past, dream about the future, and emerge with clarity around our goals for the coming years.

With vibrant programs that attract new audiences and essential research in conservation, climate change, and sustainable development, The Island School continues to meet the demands of the ever-changing world. The dialogue that has been core to our existence since our founding has become relevant on a regional and global scale and our vision of leadership effecting change, through the lenses of education, research and conservation, is more important now than ever.

In order to cultivate the next generation of leaders and equip them with the vision and tools to impact positive change in their communities, we must ensure that our model of education, recognized for its lasting, transformative impact, will be around for generations to come. Our conservation and sustainability research continues to inform important government decisions on a global scale, while also empowering young people to roll up their sleeves, do real work, use their voices and commit to being stewards of our planet.

As we hone this model, we seek to further define our presence both internally and externally so that our mission and purpose are aligned and evident in everything we do.

The priorities outlined in this plan will carry us beyond our next twenty years and sustain us into the future. Our central question is an essential one, and we're eager to work together and continue asking: how do we live well in a place?

“ This idea that our whole community can come together every day around one circle brings home the original vision that Pam and I had. There is endless opportunity for these young people to change the world starting right here together in South Eleuthera sending ripples across the globe.”

**CHRIS MAXEY, FOUNDER**





## OUR BLUE HORIZON

With every challenge, we find opportunity. Over the past two years, our Board of Directors, senior leadership, staff, former employees, alumni, and longtime friends of The Island School have taken time to reflect, gather information, share ideas, and develop an exciting plan for the future. The following priorities will guide our work as we embark upon *Our Blue Horizon*, The Island School Strategic Plan 2022.

### BELONGING

Celebrate and Support  
our People

### EXCELLENCE

Strengthen our Policies,  
Procedures and Structures



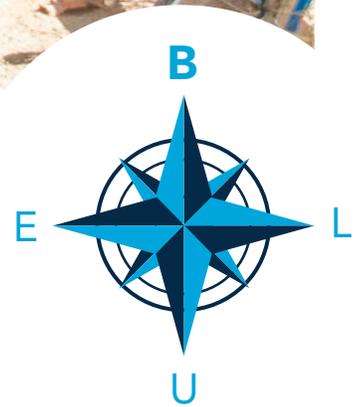
### LONGEVITY

Embrace and Extend our  
Financial Sustainability

### UNITY

Honor our History and  
Collective Identity





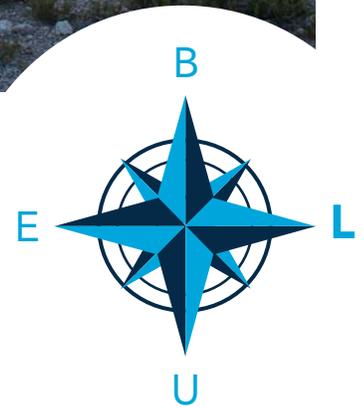
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# BELONGING

**ATTRACT AND RETAIN THE BEST STUDENTS AND STAFF, AND ACTIVELY CULTIVATE A SENSE OF COMMUNITY AND BELONGING.**

- Employ best practices in wellness support, attending to the physical and emotional health of students and adults in our community.
- Employ best practices in diversity, equity, inclusion, and belonging and ensure an ongoing community wide commitment to this essential work.
- Invest in infrastructure, compensation and benefits, professional development, mentoring, and support that enables us to attract and retain excellent employees.
- Increase our connections and involvement with residents of South Eleuthera and The Bahamas, in a spirit of partnership and shared purpose.
- Develop and employ consistent and systematic processes for the recruitment, selection, and retention of a nationally, culturally, and socioeconomically diverse high school and post-secondary population.
- Further the recruitment and retention of a diverse employee base and Board of Directors
- Actively cultivate robust and ongoing relationships with alumni of all our programs around their shared experience and nurture their lifelong connection to The Island School.





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# LONGEVITY

**ENSURE THAT THE ORGANIZATION HAS THE PREDICTABLE FINANCIAL RESOURCES NECESSARY TO FULFILL OUR MISSION.**

- Continue strengthening financial accounting and engage in multi-year planning.
- Further widen the base of financial support for The Island School, in order to ensure our long term financial sustainability.
- Develop specific fundraising and financial plans to ensure the financial resources required to support the implementation of this Strategic Plan.

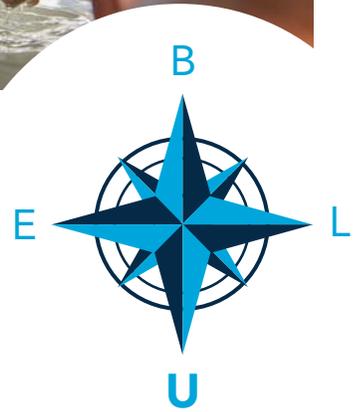




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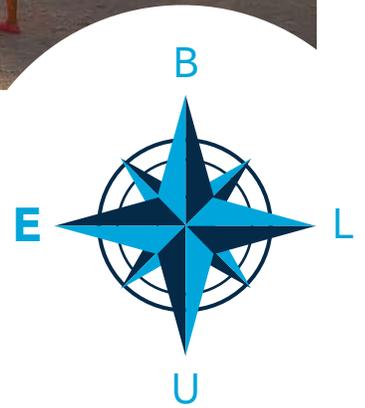
# UNITY

**UNITE OUR CONSTITUENCIES AROUND A COMMON UNDERSTANDING OF SHARED MISSION AND VISION, AND CELEBRATE THE UNIQUENESS AND ESSENCE OF OUR STORY.**



- Develop revised foundational language for the overall community.
- Infuse communications with language, photos, and stories that strengthen everyone's sense of belonging to our unique community of shared values, purposes, and experiences.
- Fully integrate our unifying educational model and leverage the connections that resonate across programs.
- Revise and implement a brand structure with clear messaging across all programs to convey the power and importance of our collective work.
- Model plans for the move of Deep Creek Middle School from Deep Creek to The Island School campus, including provisions for the possibility of a full PreK-12 school.





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# EXCELLENCE

ACHIEVE EXCELLENCE IN ALL THAT WE DO TO ENSURE THE ISLAND SCHOOL IS POISED TO ENDURE FOR GENERATIONS AND GROUNDED IN OUR MISSION AND VALUES.

- Review organizational governance and architecture to maximize synergies and efficiencies among our programs and ensure faithfulness to our shared values.
- Develop and employ consistent and systematic processes for the recruitment, selection, development, and retention of employees.
- Build a facilities master plan, taking into consideration the organizational enhancements required by this plan as well as envisioning future growth and expansion.





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