

Our Strategic Vision





*“I want to start a school that educates young people
in extraordinary ways.”*

Robert Webb – Founder, 1955

Dear Friends & Family of Webb School,

In today's dynamic world, the mission and role of Webb School of Knoxville are both distinct and important throughout the community and the region. Webb's ability to adapt curricular offerings and opportunities to the needs of tomorrow while delivering a 60-plus-year commitment to academic excellence serves as the foundation for its success.

Every aspect of the Webb experience, from the classroom to the athletic field, from the extracurricular catalogue to the character of our community, should be defined by excellence. That commitment stems from an obligation to those who have preceded us in defining and building Webb School. From the vision of our founder Robert Webb to the thousands of alumni and faculty who have contributed their passion and energy to the school, our path forward recognizes and celebrates the history of the school in defining its future.

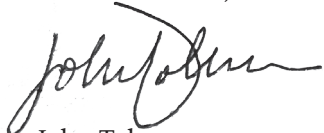
The strategic planning process has allowed Webb to take stock of its strengths in 2016 with an eye toward amplifying them as we look forward. At the same time, we have attempted to recognize those things that would limit our success and address them. The process is not one where we simply look at the world through rose-colored glasses. Rather, we seek to understand the reality of the overall environment that we are operating in today.

We have also used this process to define a lens that should focus our priorities going forward. This presents the opportunity to boldly differentiate the school while at the same time, embracing and enhancing its current strengths. To do that, we have focused on three key aspects of the student experience.

Webb School of Knoxville seeks to compound its core strengths to be the premier school in the region, and to deliver a tailored, global and entrepreneurial student experience. As we set out to define and develop the leaders of tomorrow, our aspirations can be nothing less.

This document serves to clarify the process we used to arrive at this vision and the specific ways that it will begin to take form. We are grateful to the members of the Strategic Planning Committee, the Webb School Board of Trustees, the faculty and staff of the school, our alumni, our students, and our Webb families for their input and insights into the development of this vision. United, we look forward to the future of Webb School and the promising futures of our students.

With our thanks,



John Tolsma
Chairman, Webb Board of Trustees



Michael McBrien
Webb School President



A Process for Planning

During the spring of 2016, Webb's Board of Trustees appointed a working committee of 17 Trustees, parents, alumni, faculty, administrators, and a student to begin the planning process. That spring, an electronic survey was administered to all current members of the Webb community, including former parents and alumni. At the same time, focus groups of alumni, faculty and parents were assembled to look at the current strengths and opportunities for the school.

From the feedback gathered, the working committee spent the summer concentrating on the school's core strengths and the opportunities for development. It then worked to determine the key elements of the Webb experience that should define the school's future in the next decade.

Core Strengths:

The Foundation for Webb's Success

Among the school's many strengths, five key themes emerged during the planning process. These are foundational elements, which should be integrated into every aspect of the school's strategy going forward. They include:



1) Academic Excellence

Webb's role as Knoxville's premier academic Pre-K - 12th Grade institution must continue to be protected and enhanced. Our emphasis on a world-class college preparatory curriculum should continually evolve in light of advances in technology, new areas of inquiry, and opportunities for extracurricular engagement. However, we should never chase the shiniest new idea in education without asking how it will impact the core academic program.

To support this, we must:

- Maintain our primary focus on providing a world-class college preparatory education.
- Invest resources and administrative attention into enhancing the Pre-K - 12th Grade scope and sequence.
- Expand science, technology and engineering offerings to provide differentiated alternatives to traditional STEM programs.
- Continue our focus on building superior oral and written communication skills.
- Evaluate which technologies best support learning at each stage of a student's career.
- Build upon the diversity of the student body, faculty and curricular offerings.
- Establish deep relationships with our students' top college choices to ensure awareness of our successes.
- Provide opportunities for real-time feedback from parents on academic programs and extracurricular offerings.





2) Leadership Education

Webb School's role as a training ground for future leaders is at the core of the school's founding. Our motto, *Principes non Homines, Leaders not Men*, ensures an intentional focus on this aspect of a student's development. While the methods for

leadership education seem to change often, the school has made an abiding commitment to providing opportunities and ideas for students to gain the essential skills for leadership.

To support this, we must:

- Continue to explore and encourage the highest standards of integrity, honor, character, and compassion throughout every aspect of the Webb School experience.
- Invest in offerings that provide best in-class ideas around leadership development, but stress practical application of those ideas.
- Ensure that service learning and opportunities for community service remain robust parts of each student's experience.
- Recognize the unique role of athletics as an opportunity for leadership development by retaining and attracting coaches who uphold the highest standards.
- Consistently evaluate our extracurricular offerings to ensure that they offer leadership opportunities for the issues and ideas that are most relevant to today's students.
- Provide greater opportunities for students to mentor other students in a purposeful and meaningful way throughout the entire school.
- Connect more intentionally with alumni to provide leadership lessons and perspectives to students and the school.





3) Faculty Engagement

More than any other constituency within the Webb School family, the faculty provides the most consistent link between our desire for academic excellence and the reality of delivering it. An engaged, passionate faculty provides the essential component for

creating a differentiated academic experience. Our highest priorities must focus on developing our faculty as mentors, teachers and leaders.

To support this, we must:

- Review current educational trends and research to provide professional development opportunities to support differentiated instruction.
- Re-imagine professional development to take advantage of the different technologies that allow many more interactions with thought leaders.
- Provide an environment where faculty can practice their craft at the highest level.
- Create a more robust faculty evaluation system to provide real-time, helpful feedback for continuous development.
- Recruit, hire and retain the best and brightest faculty. We should also develop clear attributes for hiring, which stress teaching skills, a disposition toward mentoring, and an ability to work as a member of a team seeking a common goal.
- Design compensation systems that reward initiative and excellence to recruit and retain the best possible mix of faculty.





4) Close Community

One of the hallmarks of the Webb experience is our caring, close-knit community. All of our constituents are part of our family and “live life together” nine months out of the year. We have much to offer each other through shared experiences, ideas and perspectives. Webb School is a community where everyone truly cares for each other and embraces an attitude of lifelong learning and engagement.

To support this, we must:

- Build upon the “We are Webb” concept to promote a unified school atmosphere across divisions.
- Create connections across classrooms and across the divisions to share perspectives and build relationships – student to student, parent to parent, and family to family.
- Provide a hospitable, welcoming environment for parents and alumni to be on campus for educational programs, engagement and volunteer opportunities.
- Engage with alumni leadership to continue to strengthen alumni programming.
- Experiment with appropriate ways to build networks among students, parents, faculty, and alumni around interests and passions.





5) Students as Learners

Students are at the heart of Webb School. They define our character, our integrity, our Honor Code, and our achievements. As learners in the classroom, on the stage, in the studio, on the court or the fields, Webb students shine through their self-confidence, their passion for learning, and their quest to discover their full potential.

At Webb, academics is our priority, but not our single point of focus. Webb School nurtures the mind, body and spirit of each student. We are committed to the visual and performing arts, and clubs and activities that broaden the perspectives of the student body. At Webb, our approach to athletics is a hallmark feature. We encourage and support students to participate in a variety of team sports, and to expose themselves to a range of activities that support physical fitness and well-being. The athletic experience at Webb promotes healthy competition, teamwork, collaboration, and perseverance.

Mission and Values

The mission of Webb School of Knoxville is to inspire and nurture the full potential of each individual and to prepare our students to serve as leaders of character in tomorrow's world.

Our mission is then supported and achieved by our key values:

- The pursuit of academic excellence
- Strong sense of honor and personal integrity
- The development of critical, creative and socially conscious thinking
- A culture for interacting with others in a respectful and productive manner in a vibrant, caring community



A Distinctive Path Forward

As we continue to build upon our core strengths in carrying out our mission and values, our strategy going forward focuses upon enhancing three distinct aspects of the student experience. These three areas recognize the complexity of today's world and the need for leaders who can navigate through its challenges and opportunities.

Webb aspires to be a school that delivers . . .

1) A Tailored Experience

A tailored experience recognizes a student's individual styles and needs, and then provides specific direction and plans to maximize potential.

There is no one-size-fits-all path at Webb School. Students have different gifts, skills and experiences, and a differentiated approach to each child sets the standard for instruction. Small class sizes ensure that every student receives the right level of attention. However, it's deeper than that.

A tailored experience:

- Recognizes the full potential of every student and the importance of crafting specific learning paths that rely on differentiated instruction as the driver for the individualized plan.
- Builds upon the breadth and depth of the college preparatory curriculum to maximize student opportunities.
- Evaluates the technologies and tools that best support learning at each stage of the student experience.
- Demands close connections among the divisions to ensure a coordinated progression through the school.
- Centers on the relationships developed as a member of the Webb School of Knoxville community.
- Results in individualized learning profiles, which are supported by in-depth advising and active student participation.



Webb also desires to be a school that delivers . . .

2) A Global Perspective

A global perspective brings the world view to the Webb School campus.

Global acumen has become a critical skill for dealing with a more interconnected world. While some may attempt to build this solely through a focused curriculum, we believe that the rich texture of the world can only be explored through an immersive set of experiences and ideas.

A global perspective:

- Recognizes the importance of building specific skills for global acumen.
- Builds broader partnerships outside of campus to ensure different perspectives for our students and overall community.
- Brings international voices and visitors to campus.
- Incorporates diversity throughout the curriculum.
- Practices ways to enhance civil discourse on topics of interest.
- Uses service learning as a window for global issues.
- Provides strategic opportunities and creative definitions for study abroad.

Finally, we will aim to deliver . . .

3) Entrepreneurial Methods and Mindset

Entrepreneurial methods focus on showcasing ways to bring the real world to Webb and Webb to the real world.

This aspect doesn't mean that our focus is teaching bright young students to run better lemonade stands. Rather, it takes the benefits of our tailored experience and global perspective, and puts them both to work in application.

Entrepreneurial methods:

- Revolve around a culture of innovation and agility as 21st century skills evolve.
- Recognize the importance of team-based, problem-solving opportunities to acquaint students with the patterns of collaboration in a connected world.
- Expose students to real and meaningful experiences and opportunities that support an entrepreneurial culture.
- Put a premium on interpersonal communication and relationships in the learning environment.
- Ensure that curricula and experiences reflect the latest research and trends.





The future of Webb School of Knoxville has never been brighter. New leadership, new ideas, and a commitment to build upon the strengths that have defined the school will allow it to be positioned for success. **Count on it.**

Count on it.