



Resources that ensure Urban's long-term financial stability.



Competitive salaries and benefits enable Urban to attract and retain extraordinary faculty and administrators.



A new, larger home for athletics and performing arts, and a greening of our existing campus.



Financial Sustainability

Strategic Commitment

In planning for its future, Urban will be guided by the need to ensure its long-term financial sustainability. This includes managing its expenses in a prudent and cost-effective manner so as to limit, to the extent possible, tuition increases, seeking to increase substantially the size of the school's endowment, and seeking to develop additional sources of support and revenue.

Our Plan

To ensure Urban's continued success and financial viability, the primary near-term financial goals must be to increase the size of the school's endowment and to develop additional sources of support and revenue. Together, these will provide long-term support to the school's operations and a financial cushion to sustain the Urban through periods of economic strain. In constructing Urban's financial plan, the school must also recognize that there may be occasional need for significant capital resources (for example, to fund facilities expansion or renovation). We continue to monitor Urban's economic model via a peer group profile, the NAIS' "10 Markers of Success." Additionally, we maintain a five-year financial plan to guide the management of Urban, including careful evaluation of all curricular and co-curricular initiatives in relation to their impact on Urban's long-term financial stability.

Working at Urban

Strategic Commitment

Urban is committed to developing and maintaining programs and policies that allow it to attract and retain a faculty of outstanding teachers and an administration of exceptional professionals necessary to translate the mission of the school into everyday practice.

Our Plan

One of Urban's greatest assets is the quality of its faculty and administration. Urban seeks teachers and administrators who are excited by Urban's distinctive mission and core values. The school seeks to hire, nurture and retain teachers and administrators who are experts in their subject areas and excel in their roles; who enjoy and inspire adolescents; who are readily available for advising and other co-curricular activities; and who are committed to their own continued growth and professional development. Compensation at Urban must be commensurate with the skills, expertise and commitment required of its employees, and must be adequate to the challenges related to our location in one of the most expensive cities in the country.

Facilities

Strategic Commitment

Urban will provide to its students and faculty the best possible facilities to support a well-rounded educational experience that includes academics, the arts and athletics.

Our Plan

Urban will acquire and develop athletic and performing arts facilities within the neighborhood of the campus, including a tournament-sized gymnasium and a 300-seat theater. The school views these facilities as critical to the success of a comprehensive educational program. At the same time, we are committed to making the school's operations more efficient and sustainable, reducing resource consumption and decreasing Urban's overall environmental impact. Our goal is to graduate students who are knowledgeable, caring stewards of the earth, and leaders in establishing a more sustainable way of living.

The Urban School of San Francisco

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VISION
2013

CREATING A
SUSTAINABLE
FUTURE

THE URBAN
SCHOOL OF
SAN FRANCISCO



CREATING A SUSTAINABLE FUTURE

In April 2008, The Urban School Board of Trustees finalized a new, five-year strategic plan.

Vision 2013: Creating a Sustainable Future culminates a process that extended over two years and involved substantial research, analysis and deliberation by board members, parent committee members, staff and faculty.

Vision 2013: Creating a Sustainable Future is an ambitious plan that commits Urban to continuing our innovative educational leadership in six key ways:

- Increasing access to Urban.
- Building a diverse and inclusive community.
- Preparing students for 21st century opportunities and challenges.
- Attracting and attaining outstanding faculty and staff.
- Acquiring a new gym and performing arts space.
- Ensuring Urban's long-term financial sustainability.

At the core of each initiative, our mission-driven focus as educators remains foremost: To ignite a passion for learning, inspiring our students to become self-motivated, enthusiastic participants in their education — both in high school and beyond.

For additional information or for a copy of the entire plan, please log on to the Parent Portal at www.urbanschool.org/parents and click on Info & Documents or contact the school at 415 626 2919 or info@urbanschool.org.



Opening doors for greater access through financial assistance.

Accessibility

Strategic Commitment

Urban is committed to increasing access for students who cannot afford full tuition by devoting a substantial portion of annual tuition revenue to financial aid, actively seeking to develop additional financial resources to increase the funds available for financial aid, and allocating financial assistance among students with varying levels of demonstrated need.

Our Plan

Urban's goal is to expand the financial aid program to provide assistance to at least 25 percent of our students over the next five years by carefully managing our operating budget and exploring alternative sources of revenue, including commencing an endowment campaign. We will also continue to allocate financial aid to students with varying levels of demonstrated need in order to enroll students from a broad range of socio-economic backgrounds.



An environment where all students and adults are welcomed and supported, and where their faces, voices and experiences are reflected and valued.

Diverse and Inclusive Community

Strategic Commitment

Urban is committed to attracting a diverse population of students, families, administrators, faculty and staff. Urban is also committed to developing and maintaining a program of curricular and co-curricular offerings, and an overall culture that values and enhances cohesiveness, understanding and inclusion throughout the school community. Urban's commitment to both diversity and inclusion is embodied in its *Statement on Diversity and Inclusion*, which was adopted by the board in April 2007.

Our Plan

Urban will continue to implement practices designed to foster inclusion that are outlined in the *Statement on Diversity and Inclusion*, as well as to create a process for evaluating our success in building an inclusive community among all constituencies (students, faculty, administration, staff, parents and board). Urban also is expanding our current outreach to programs that serve communities historically under-represented in independent schools (Aim High, Summerbridge, KIPP, etc.) to support these organization's work and to develop relationships that will increase the likelihood that their students will choose to apply to and attend Urban.



Environmental literacy, global awareness, civic engagement and digital fluency.

Education for the 21st Century

Strategic Commitment

Urban has a longstanding commitment to extend learning beyond the classroom in order to instill in its students a sense of mission and purpose as citizens of the larger community and world. In keeping with this responsibility, Urban will continue to develop its curriculum and programs to ensure that the school is preparing its students to meet the challenges and take advantage of the opportunities they will face in the future.

Our Plan

Urban will seek to foster in students an understanding of the principles of environmental sustainability; greater multicultural and global awareness; the skills to assess the economic, political, social and other forces that underlie local, national and global problems, and the resourcefulness and leadership necessary to design and implement solutions to these challenges. As a leader in integrating technology throughout its curriculum, Urban also will expand its use of digital tools to extend the reach of our educational program by exploring global perspectives, building connections with local and global communities, and pursuing and promoting environmental literacy and ecological sustainability.

