June 1, 2019

Dear Hockaday Community,

Every day I am reminded how remarkable our Hockaday students are. Their positive energy and excitement define our culture, and their uninhibited intellectual curiosity drives our School forward—and teaches us a thing or two on more than one occasion! Our exceptional faculty and staff remain the steady and guiding force that supports our students in their Hockaday experience, so our girls can think, dream, and become the change-makers and contributors of tomorrow.

As you know—and as anyone can see when they spend time with our students—the world around us moves and changes at a rapid pace. Hockaday always wants to be a leader in education, delivering the very best for our students and creating the model that other schools emulate. With that in mind, this year the School and the Board of Trustees reviewed the Hockaday 2020 strategic plan to see what aspects still felt core to us, what we wanted to refresh, and what aspirations we have now that might be missing from the plan and should be captured.

Because we were able to build on the strong foundation of Hockaday 2020 and the incredible work that engaged the entire Hockaday community in developing it, we were able to accelerate this process. We sought detailed input from Hockaday Trustees, faculty, and staff members, beginning with a leadership retreat in the summer and extending across two faculty-staff in-service days and multiple Board and Committee meetings. Our goal was to create an enduring plan that can guide our priorities and investments for many years, while also being a living document that is flexible and can be updated periodically with detailed action plans.

As a result of this thoughtful and inclusive process, I’m pleased to share Hockaday’s refreshed strategic plan: **The Hockaday Difference: Educating Girls for Extraordinary Lives**. If you compare it to Hockaday 2020, you will see that all the original goals have been retained, with two combined into one, and a new goal added to better express our focus on the quality of the student experience. We also have defined more fully what we mean by these goals and what strategies will help us to achieve them. We are enthusiastic about this plan, and I am especially grateful to everyone who contributed to it. **The Hockaday Difference** brings our mission to life, and remains true to our Four Cornerstones and to Hockaday’s enduring culture.

In the spirit of continuous planning and reflection, I welcome your thoughts about this plan and about the ongoing work we will do to achieve it. As part of this effort, we have launched two work groups to focus on two of our key priorities: the Quality of Student Experience and Educational Innovation. The work groups, composed of dedicated faculty, staff, counselors, advisors, and coaches, began with a design thinking workshop to spark their creative energy, and have continued meeting throughout the year. They are committed to designing a robust experience to support the girls’ well-being, enhance their co-curricular opportunities, and expose them to new ways of learning. We all look forward to seeing the ideas and recommendations they will develop.

**The Hockaday Difference** has inspired me and energized our community. I am honored to be a part of a School community that is empowered, thrives on intellectual curiosity, and never rests on its past achievements. As we embark on this next phase, I look forward to many thought-provoking conversations about how we can best support our girls to be lifelong learners and confident contributors in today’s ever-changing and complex world.

Warmly,

Dr. Karen Warren Coleman

*Eugene McDermott Head of School*