



St. Margaret's School

Belong. Believe. Become

OFFICE OF THE HEAD OF SCHOOL

Annual Report 2018-2019

Prepared for the Trustees of Church Schools

In the Diocese of Virginia

August 2019

General Observations

We began the 2018–19 school year with a high level of momentum and enthusiasm. The admission section of this report conveys the progress we made. However, as we began our new recruiting year (19-20) we began to feel the loss of this traction. We cannot account for this but the 2019-2020 recruiting season brought the first questions from families about our financial status and our sustainability. We definitely feel that we are affected by the negative talk that is “out there” about the viability of St. Margaret's School.

We again leaned on our generous and committed Board of Governors and other faithful donors for financial support. From the Board, a Task Force formed in late fall and met regularly to consider how to bolster St. Margaret's toward sustainability. In May, we hired a consultant COO with extensive experience in strategic planning, financial and sales management, organizational transformation, and revenue growth. She will work with us for 6-12 months as we plan for leadership in the advancement areas and make prudent fiscal decisions for our future.

As a Cabinet, we focused on our implementation plans as we worked toward our goals in the strategic plan. Every goal is aimed at increasing enrollment and NTR. We started the year as a mission-focused organization, aligning everything we do with who we are and what we value. It is exciting and inspiring to see our faculty, staff, and students embrace our mission and vision. A high point for me was when the student leaders explained our mission and vision to new students in their orientation meetings without my asking. We are happy to share that the VHW Library renovation is even better than expected and we have a beautiful, functional new home for the Wheat Learning Center.

At Fall Family Weekend, we were honored to have as our guest Dan Heischman, executive director of the National Association of Episcopal Schools. At the all school meeting, Dan complimented St. Margaret's on being a school that balances challenge and encouraging support, stating that most schools do one or the other well (believe and become). He offered two other impressions of our community: the girls display camaraderie and mutual support in all facets of life here (belong), and our adults are adults of commitment who feel a true calling to make a difference in the lives of young ladies.

We saw Dan's observations at work all year. Our faculty and staff are incredible people who are good at what they do, dedicated, passionate, and committed to St. Margaret's. Our students were also dedicated and hard working. This year's senior class was particularly thankful and positively reflective about their time at St. Margaret's. They not only shared this in their spirit but also their words and actions. Their open gratitude and happiness were a positive influence on our school culture.

Enrollment Management - Admission

At the opening of school 2018, we welcomed 49 new students, one of whom enrolled a week late making our opening enrollment 111. We saw an increase of new students by 36% compared to 2017. Forty of these new students were in grades 8–10. 11 students were in 8th grade. Of the 111, 31 were day students compared to 25 last year, a 24% increase. Of the 14 new day students, 10 families shared concern their daughters' previous school was not challenging enough and expressed confidence St. Margaret's was a better choice. We have not heard this expressed so strongly by day families in the last 4–5 years. Domestically, we enrolled 24 new domestic boarders compared to 16 last year, a 50% increase. Of the 111 students, 38 were domestic 7-day boarding students and 5 5-day boarders. We saw a decline in new international students, enrolling 11 in 2018 compared to 16 from the year before. Our total international enrollment was 37.

Our international population continued to bring in the largest amount of revenue with \$1,150,000 in comparison to \$901,825 for domestic boarding students (7 and 5-day) and \$316,400 for our day students. A total of three domestic boarding students enrolled after the opening of school, all were full pay students. Our opening day discount rate was 47.52%, an increase from 42.24% in 2017.

Domestically our boarding students represented 11 states plus the District of Columbia. Internationally, our students represented 10 countries including Mexico, Dominica, China, India, Vietnam, Cayman Islands, Rwanda, Papua Indonesia, Jamaica and Pakistan. We welcomed two girls from Chile through our exchange program for our first trimester and one student from Guatemala through a new relationship with Faces and Our Cultures, an eight week exchange program that builds cultural bridges by placing Guatemalan students in American schools. The Director of the International Program at Queen Margaret College in New Zealand visited St. Margaret's to discuss reigniting the exchange program between our two schools and we also initiated a new exchange relationship with St. Margaret's School in Tokyo, Japan.

Mexican enrollment continued to be tenuous. We welcomed one new Mexican student and one returning student who will likely remain until graduation which is promising. Chinese enrollment has seen a stark decline. We enrolled only one new Chinese student compared to six from the year before.

Since finalizing the strategic plan, the admission team has been working on the implementation tasks in order to reach the goal of increasing enrollment. As we embarked on fall travel and planned admission events we used the implementation plan as our guide to deepen relationships with

preferred consultants, utilize our alumnae and parent network, and focus on referrals from target feeder schools. By December, the admission team visited 54 cities domestically and 14 international cities. During each visit the team met with educational consultants, feeder schools, alumnae, current and past families and attended school fairs. We explored new relationships with international recruiting partners in an effort to stay relevant and successful internationally while continuing to expand our reach domestically should international recruiting trends continue to decline.

We hosted two Open Houses, invited a local feeder school to our International Festival and to an art event on campus. Both events were very successful. We also hosted regional events.

Throughout our travels we promoted our Legacy Scholarship and Book Award Scholarships. We also promoted Thrive, the Wheat Center and our relationship with the Faison Center. We attended the EMA Conference in September, the North American Boarding School Workshop in London, the IECA Conference in April, and two School Connections events.

With regards to retention, we continued to make this a focus during adviser and Student Affairs meetings. Our International Program Director and Associate Director of International Admission partnered to focus on the retention of international students. Despite these efforts, we still lost 13 girls, five of whom were Chinese. The reasons these students moved on to other schools continue to be varied and there was not one consistent theme.

In July 2019, Bowdre Fortson '08 took over as Director of Admission. Jackie Montero, Associate Director of International Admission, accepted a position at Fork Union Military Academy and moved on in June. Christina O'Neill was hired as Associate Director of Admission in June and will work in tandem with Bowdre as recruitment efforts for the 2020-2021 school year get underway.

Faculty and Staff

Because of circumstances that resulted in a number of hires after the opening of school, this was an unusual year when it came to personnel and staffing. Prior to the start of the school year we hired a one new teacher for a full time position in the English Department (replacing a teacher who departed), and hired an additional new teacher to live in the residence hall, teach in the ESL and History departments and provide services through the Wheat Center. Additionally we added academic responsibilities in the Wheat Center to a staff member who the year before worked in the residential hall and School Life Office. These additional positions were necessary to accommodate increased demands for Wheat Center services. We started the year understaffed in the Math department as we were unable to hire a full-time teacher. By placing extra demands on existing teachers and administrators, classes and Math Labs were covered until we hired part-time help for Math Lab coverage during the later part of first trimester through Christmas. In January, we secured a full-time, experienced, well qualified math teacher to work in the department for the remainder of the school year. Likewise, we hired a well qualified, experienced Interim College Counselor after Christmas to replace our College Counselor, who resigned prior to Christmas. Lastly, with the

passing of our beloved Artist in Residence, teaching support was provided in the Art department through the hire of an SMS Alumna on a part-time basis for the later half of the school year. On the staff side, we hired an Associate Director of Admission along with another staff member in Admission who focused on marketing and communications for the Admission office and who also had residential hall responsibilities; both hires replaced departing staff. We hired a replacement for an assistant in the Development office as that office operated without support for the first two months of the school year.

Overall, all hires but one replaced staff who departed allowing us to maintain the staffing efficiency gains from the previous year. Staffing increases supported services provided within the Wheat Center model that is designed to generate additional fees in exchange for services provided. The average class size for the Core and Intermediate skill building classes remained at or slightly above the level of the previous year, with the larger number enrolled in the Core skill level classes skewed by the enrollment of more new students in the lower grades this year and, overall, an incoming group of girls that needed to build their skills. The strength of our academic curriculum is based on readiness tracking and our ability to accommodate our great diversity of students, using the Wheat Center services, a critical element of our mission.

We were very happy to have 13 alumnae working at St. Margaret's.

Education Programs and Student Life

25% of our student body had documented learning disabilities.. Through the Wheat Learning Center, we offered and charged for Math Lab, Writing Lab, Reading Reinforcement, Study Skills II and III, Academic Transition, Academic Reinforcement, and TOEFL Preparation. 46% of our students used Wheat Center services first trimester, 50% second trimester, and 49% third trimester.

Our Minimester sessions offered new sites, new experiences, and many opportunities to learn and grow. The sessions included Art, Architecture, & Animation (immersed students in creative freedom and personal artistic development), Back to the Future (provided opportunities for students to explore how movies portray our future), Be All You Can Become (helped students gain an appreciation for an active lifestyle, sports, & athleticism) CSI Forensic Science (provided opportunities for students to learn the fundamentals of investigating crime scenes), Driver's Ed (helped students prepare to become responsible, skilled drivers), Junky to Funky (gave students a hands-on experience in repurposing objects), Next Steps (gave students the opportunity to experience colleges and the application process up close and personal), and On the Road Again (took students on an RV adventure exploring National Parks in Arizona).

Seniors' Independent Study Projects included biomedical research at the University of Chicago, animal husbandry, construction and architectural design in Rwanda, medicine, law, newspaper photography, television communications in China, and environmental research in the Grand

Canyon. Each girl gave a 10-12 minute presentation to the school and turned in a journal. All seniors are required to complete an ISP or a senior speech.

At Rappahannock Community College's Spring Math Contest, one student placed second place in Algebra II and one student placed first in Geometry. A rising Junior was accepted by Virginia's Summer Residential Governor's School for Humanities as one of 200 gifted high school juniors and seniors from across the Commonwealth. A student won first place in the Children/Teen category of the Richmond County Public Library's Poetry Competition. A painting by a senior placed third in our congressional district in the annual high school visual art competition, *An Artistic Discovery*, sponsored by the Congressional Institute.

For the fourth year, students and faculty experienced the love of William Shakespeare's plays and poetry through a two-day seminar with dramaturg and educator, Mac MacDaniel from the Quill Theatre of Richmond.

Our International Festival showcased the cultures, traditions, spiritual beliefs, and foods of our international students. Students from Aylett Country Day School visited the festival and had their "passports" stamped as they learned about the various countries of our global community.

The annual all-school field trip took learning outside the classroom to the Museum of the Bible in Washington, D.C. Students and staff attended programs in archaeology, cuneiform writing, the art of the Torah, and life in first-century Nazareth. A virtual reality experience, A 4-D exhibit, movies, and interactive displays completed a day of learning and fun.

A student-led cast and crew performed three magical performances of the musical, *Cinderella*. The performances attracted many community friends in addition to our own students, families, and teachers.

The Treble Choir had a great year performing in the community and participating in regional events. They led services at St John's Episcopal in Warsaw and Tappahannock Methodist Church in town. The Essex County Women's Club hosted the choir as a part of a special program and even wrote an article about the choir's performance for the local paper. After this event, they performed at Northern Neck Burger. The choir worked several months to learn music to perform at the National Cathedral in February and it was a highlight for all. The last community performance of the year was for the Tappahannock Rotary Club Fundraiser, "Harmony of the Heart", benefitting local charities.

Students attended at Stratford Hall the *Forum on Racial Understanding: Finding Stratford's Enslaved Stories* where they enjoyed an informative lecture and lively discussion followed by a private tour of the historic Great House and surrounding property.

Juniors and seniors participated in a seminar on etiquette and the importance of polite behavior. They learned decorum and good form, discussing pre-and post event plans for networking, the handshake, introductions, conversation, and more. They practiced what they learned at a reception in our newly refurbished library.

In athletics, our mission was visual as our girls belonged, believed, and became not only better student athletes, but more importantly better people. We were thrilled to offer indoor track during the winter season as a varsity sport for the first time. Under the leadership and enthusiasm of our coach, our team of ten not only met our goals but exceeded them. With no indoor facility to practice in, our team enjoyed the challenge of being creative and pushing themselves to keep up with the other programs. The State Meet had St. Margaret's athletes finish 2nd and 7th in the long jump and 5th in the 55m events. St. Margaret's softball team continues to be a force both in the LIS and State tournaments. The team was LIS Regular and Tournament Champions for the fifth year in a row. The season ended with a tough loss in the VISAA state tournament semi-finals. Coach Cynthia Walker was named 2018 LIS Volleyball Coach of the year for the fifth year in a row. We had two student athletes commit to playing at the collegiate level, soccer at Mitchell College and softball at Longwood University. In an effort to bring more teams to our campus, we hosted our third Soccer and Softball Spring Invitational at our athletic complex.

We revitalized our after school activity program with more active choices and much faculty/staff engagement. We offered 3 Mile Club, Beachbody, Club Tennis, Outdoor Adventures, Physical Education and YMCA fitness. We encouraged the faculty and staff to use this time to not only supervise our girls but meet their own fitness needs.

Our co-curricular program was redesigned this year and renamed #YOLO (You Only Live Once—Make It Healthy!) to highlight healthy practices for mind and body. Half-day events were held each trimester where students focused on topics related to healthy life balance. The interactive sessions broadened students' knowledge and gave them a chance to reflect on how they might make decisions and changes that could positively affect their well-being. Active and engaging, #YOLO featured keynote speakers and breakout groups on topics including social media, wellness, healthy living, valuing self, rising above obstacles, disordered eating, physical activity, and more. Question and answer periods and time for self-reflection gave space for our students to consider how to apply what they learned to their own lives.

In October, our students helped with the Essex County Homeless Organization's Zombie Walk fundraiser. Our girls worked the stations at the St. John's Church Community Trunk or Treat. In November, our girls assisted Aylett Country Day School in their booth at the Urbanna Oyster Festival. They assisted at St. Stephen's Church in Heathsville for their oyster roast in December. We partnered with St. John's Episcopal Church in the Community Living Nativity. Students rang bells for the Salvation Army before Christmas. Basic Needs, a student club, sponsored a school supply drive for the Cornerstone Community Development Center. In January, the entire school

participated in "A Day of Service" on Martin Luther King Day. Our girls participated in service projects at Healthy Harvest Foodbank, Cornerstone Community Development Center, Haven Shelter, Rappahannock YMCA, Essex County Library, Essex County Homeless Organization, and River Fitness Center. They also worked with the Fish and Wildlife Service at the National Wildlife Refuge, Hutchinson Tract at the annual Go Wild Event as guides and Essex County Churches Together's Annual Operation Inasmuch, a community wide service day. In April, students spent the day working for the Menokin Foundation cleaning up dig sites and artifacts collected from previous archaeological excavations. Our students participated in a local Alzheimer Walk and a Glow Run to benefit Rappahannock Church of Christ mission trip to Standing Rock. We worked with Northern Neck Bark for Life in their fundraisers to support local animal shelters and rescue organizations. Also, Spanish students helped Richmond County Public Library provide bilingual storytime.

Spiritual Life

The Chapel Program was healthy and well received by the students of St. Margaret's. This year added an Assistant Head of Chapel that complimented the Head of Chapel and it worked well. The highlight of the academic year was several students coming forward to offer Chapel Talks before graduation. These students wanted to share what St. Margaret's meant to them over the years and to emphasize the importance of remaining persistent toward the achievement of one's goals. Moreover, the Chapel Talks allowed faculty and staff to see their efforts of educating and forming young women ready for college become a reality. Students were spiritually prepared to deepen their faith and wanted to worship with music of the various countries and cultures represented in the student body. Students openly sang and swayed to the lively music offered by our music teacher and yet were appreciative of moments of meditative silence.

St. Margaret's Treble Choir performed during the Evensong service at the Washington National Cathedral on February 10. They were part of a combined choir from seven schools that are members of the Mid-Atlantic Episcopal Schools Association. St. Margaret's was one of two new schools that were invited to participate. Our girls have been invited to come back in the fall for another large performance. The acolytes are invited to participate in the fall also.

The Rt. Rev. Susan Goff, Bishop Suffragan and Ecclesiastical Authority of the Episcopal Diocese of Virginia visited St. Margaret's. Bishop Goff served as our Chaplain in the 80's. She met with students, faculty, and staff and offered a homily about resisting violence, love, and embracing all during a service for the community.

Financial Management and Operations

The 18-19 total operating budget was \$6.9 million. Our projected deficit for 18-19 was (\$1,048,427). At the close of the year we had a positive \$347,712. This was mostly due to the gifts from our foundation. The overall operating deficit has been reduced from (\$658,231) to (\$310,516).

Endowment funds continued to be held by Trustees of the Funds. The market value of the managed funds on June 30, 2019, was \$2,332,807. Investments held at CSDV totaled \$2,484,390 at year end. Loans from the Foundation to the school for the purchase of contiguous property totaled \$287,229. We have a current loan from SunTrust for \$979,875 for our athletic complex.

Our day tuition for 18-19 remained \$18,400 and our five day tuition remained \$39,900. The seven day boarding tuition increased by 2% to \$49,900. The financial aid awarded for 18-19 was \$2,125,775 compared to \$1,920,410 in 17-18. Taking into account the reduction for financial aid in Wheat Center services, our net income was \$57,000. If all participants had paid the billed rate, our net income would have been \$98,975.

The school contributes \$502 per month to the health plan that the employee chooses and offers employees life and disability coverage at no cost. Our school's contribution to the retirement plan is 7% for those with less than 10 years of service and 10% for those with 10 or more years of service.

The renovation of the Viola H. Woolfolk Learning Center, housing our library and classrooms, was our large project for 18-19. The total cost of the project was \$316,000. It included upgrades to technology, painting, carpeting, new shelving, and new furniture. Our entire community enjoyed it. Other expenditures included tree work, painting, HVAC replacements, and a truck purchase.

Our campus and facilities hosted many special functions including three weddings, Wine on the Water which benefited the Ledwith Lewis Free Clinic, Kids Summer and Family Camps, Frisbee Camp, Ledwith Lewis New Year's Eve Gala, The Haven Shamrock Event, and The Essex County Museum Tea.

Development

Balancing long term sustainability and the need for immediate cash relief were the top focus in the Development Office for the 2018-2019 fiscal year. In total, St. Margaret's raised \$1,415,279 in combined fundraising efforts including Annual Fund, the Governors' Challenge 3, Scholarships, Wheat Center, and other smaller funds.

The Board of Governors and select alumnae stepped forward with an average gift of \$21,000 to help make the third year of the Governor's Challenge a reality to help with the need for cash in hand. In total, the group was able to raise \$455,062 in unrestricted giving to the school. While cash in hand still remains a priority, the School wants to be cognizant of overall donor morale and fatigue and the School knows such a heroic push takes a significant toll on both. For this reason and at the encouragement of the Board of Governors, the Development team continued the fundraising efforts toward the Wiley H. Wheat Center for Innovative Learning. These efforts renovated the Viola H. Woolfolk Library, which houses much of the Wheat Center programming, into a state of the art learning center equipped to accommodate the range of varying learning styles St. Margaret's has long

supported. In total, St. Margaret's seeks to raise roughly \$600,000 for this project. To date, the School has raised nearly \$444,000 in gifts and pledges.

The other major fundraising initiative remained the Annual Fund. After finishing the 2017-2018 fiscal year with a record \$500,333, the Development Office set a goal of \$475,000. We are pleased to report that the School surpassed their goal and finished at \$482,566. While the School is encouraged by the sustained growth in giving, the unfortunate reality is that a group of key committed board members, alumnae, and friends have stayed true to their one-time commitments in 17-18 and not continued in 18-19. However, with a successful "Power of One" Giving campaign in the spring we were able to increase alumnae participation from 17% to 33%. Likewise, parent giving increased from 47% to 60%. We anticipate continued growth on both these constituencies. The School was pleased to once again report 100% giving from the Board of Governors and Faculty and Staff.

St. Margaret's continues to promote better alumnae, parent, and friend engagement with a concentrated effort to provide relevant and exciting content on the School while continuing to travel and visit with alumnae and friends of the school both individually and in regional events. The School had events in the most impactful regions in Tappahannock, Richmond and Northern Virginia/DC in the 2018-19 year. The Alumnae Office in conjunction with the Alumnae Association President was successful in moving Alumnae Weekend to early May after being held in the summer for more than 15 years. The goal was to make more conversation between alumnae and students in real time. We are hopeful this will help alumnae have a renewed understanding of the current St. Margaret's and better enable them to be ambassadors for the School. St. Margaret's will continue to prioritize engagement through travel and events while simultaneously promoting the fundraising needs of the School.

College Applications and Test Scores

There were 24 students enrolled in the Class of 2019 during the 2018-2019 school year. The final count at Commencement for the Class of 2019 was 23, not counting one senior who accepted the school's invitation to withdraw for disciplinary reasons in early May, but who returned to Tappahannock to take her AP exams on the Late Testing schedule late May, and who completed graduation requirements.

That student did not receive a diploma, but St. Margaret's sent her final transcript noting "graduated" to the college where she had committed to enroll. Following that institution's thorough review of the student's and the school's written communication regarding the disciplinary matter, the student's offer of admission was confirmed, and she will matriculate at that college in Fall 2019. The 24 girls in the Class of 2019 who graduated completed a total of 262 applications, averaging 11 per student.

Members of the Class of 2019 received a total of 94 offers of admission. Ninety-two percent of the graduating class will attend a four-year college or university, and one student will attend a two-year

college. One student plans to defer her college/university matriculation for one year to work and save money before beginning her college experience in Fall 2020. Class of 2019 students were offered a total of more than \$800,000 in college/university/local scholarships.

2018-2019 was the 8th year of the dual enrollment partnership between St. Margaret's School and Rappahannock Community College. 25 students earned college credit in 42 courses. Four St. Margaret's teachers have been approved to serve as dual enrollment teachers through Rappahannock Community College, and to offer such courses as AP Calculus BC, Honors English, AP English Literature, Honors Physics, AP US History, AP European History, Latin IV and V, British Literature, and US History. Six juniors and twelve seniors took a total of 24 AP exams earning four 5s, four 4s, eight 3s, and eight 2s.

College/university choices for members of the Class of 2019 include Auburn, Bryn Mawr, Coastal Carolina, Dixie State, George Mason, James Madison, University of Kentucky, Longwood, Mary Baldwin, Meredith, Michigan State, Mitchell, Morgan State, University of North Carolina-Wilmington, Old Dominion, Providence College, Rensselaer Polytechnic Institute, University of Rhode Island, Sweet Briar, Tidewater Community College, Washington State, Worcester Polytechnic Institute, Wofford, and Virginia Tech.

Conclusion, Looking Ahead

Recognizing the school's serious financial position, our leadership team is fully aware of the deficit we are facing and understands the challenges we need to overcome. As Head of School, I've encouraged this team to remain positive, stay focused, and push ahead. We are blessed every day by seeing our mission in action and being inspired by the growth of our young women. We thank our Board of Governors and the Church Schools Board for their full support as we work together to reach and celebrate our centennial of service and secure our future.

Respectfully submitted,



Catherine M. Sgroi

St. Margaret's School Statistical Report

As of June 30 at end of FY	2017 - 2018	2018 - 2019	% Change
Students			
Boys			
Girls	110	111	0.91%
Day Boys			
Day Girls	25	31	24.00%
Boarding Boys			
Boarding Girls	85	80	-5.88%
Total Students	110	111	0.91%
Avg. Class Size	7	7	0.00%
Avg. Combined Jr. SAT	1090	1102.5	1.15%
Avg. Combined Sr. SAT	1110	1112.5	0.23%
12th Grade Tuition			
Day	\$18,400	\$18,400	0.00%
Boarding	\$48,900	\$49,900	2.05%
Financial Aid as % of Tuition	42.50%	46.60%	9.65%
Day Students % on Financial Aid	65%	68%	4.62%
Avg. Day Grant	\$11,094	\$9,570	-13.74%
Boarders % on Financial Aid	60%	64%	6.67%
Avg. Boarder Grant	\$28,811	\$35,060	21.69%
EMPLOYEES FTE's			
Instructional	24.6	23.9	-2.85%
Administrative Staff	16.4	16.1	-1.83%
Other Staff*	12.5	14	12%
Endowment (Market Value as of 6/30)	\$3.04 m	\$2.3 m	-24.30%
Income from Endowment**	\$190,873	\$175,269	-8.18%
Annual Giving***	\$500,333	\$482,566	-3.55%
Total Giving	\$1,140,582	\$937,628	-17.80%
% Alumnae Giving	17%	33%	94.10%
Avg. Gift	\$676	\$228	-66.27%
% Current Parent Giving	47%	60%	27.66%
Avg. Gift	\$261	\$183	-29.89%
% Fac/Staff giving	100%	100%	0.0%
Avg. Gift	\$299	\$343	14.72%
% Board giving	100%	100%	0
Avg. gift	\$5,797	\$4,558	-21.37%

*Includes clerical and maintenance and housekeeping staff

**Endowment Income(Dividends and Interest)

***Unrestricted Annual Giving