SESO
Southwestern Educational Society

STRATEGIC PLAN 2024-2029

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Message from the President

OF THE BOARD OF DIRECTORS



Dear Members of the Board, Faculty, Staff, Parents, and Students,

I am honored to address you as the Board President of this esteemed non-for-profit private school. I am here to share a message that focuses on the strategic plan that will guide our institution towards a successful and thriving future.

Firstly, I want to commend the entire Strategic Planning Committee for their incredible dedication and commitment to providing their expertise and guidance on the development of this plan, which have allowed us to develop and adapt to the ever-changing educational landscape. With their support and expertise, we have been able to align our strategic plan with the latest advancements in education.

As we embark on this journey, it is essential for us to understand the key priorities that will shape our strategic plan. Our foremost objective is to foster a well-rounded education that equips our students with the knowledge, skills, and competencies necessary to navigate an increasingly complex world. This means we will focus on innovative teaching methods, personalized learning, and incorporating emerging technologies into our curriculum.
Collaboration will be a fundamental aspect of our strategic plan. By fostering strong partnerships among our faculty, staff, parents, and students, we aim to create a vibrant learning community where everyone can contribute and thrive. We will encourage open dialogue, transparency, and active participation, ensuring that all stakeholders have a voice in shaping the direction of our school.

We believe that a well-rounded education goes beyond academic excellence; it also entails nurturing empathy, respect, and understanding among our students. We will work tirelessly to create an environment that ensures that every student feels valued, respected, and empowered to reach their full potential.

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Message from the President
OF THE BOARD OF DIRECTORS Cont.

Another critical aspect of our strategic plan is to provide our faculty and staff with the necessary resources and professional development opportunities. Investing in our educators is investing in our students' future. We recognize that our dedicated teachers are the driving force behind our success, and we will empower them to excel in their roles through continuous learning, mentorship programs, and access to state-of-the-art educational tools.

Furthermore, in this rapidly evolving digital age, we cannot overlook the importance of digital literacy. Our strategic plan will prioritize the integration of technology in all aspects of teaching and learning. By leveraging digital resources and implementing innovative technologies, we will prepare our students to navigate the digital world responsibly, develop critical thinking skills, and adapt to the demands of the future job market.

Lastly, we must remain committed to fiscal responsibility. Our strategic plan will focus on optimizing our resources to ensure the long-term financial sustainability of our institution. By balancing investments in infrastructure, faculty, and curriculum development with prudent financial management, we will ensure that our school remains an educational leader for generations to come.

As we embark on the implementation of this strategic plan, let us remember that success lies not only in the plan itself but also in our collective commitment to its execution. It is through our collaborative efforts, unwavering dedication, and shared vision that we will realize our goals and shape the future of education. Thank you for your ongoing support as we embark on this exciting journey. Together, let us inspire young minds, nurture their talents, and equip them to become future leaders who will positively impact the world.
With gratitude and enthusiasm,

Dr. Ricardo L Machado Torres, MD
Board President 2023

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Message from the SCHOOL DIRECTOR



Dear SESO Community,

The year 2023 marked SESO's fiftieth anniversary, and it is a year of great reflection and celebration of how the school has grown and evolved over the years. It is an honor to be able to share in this milestone year with all SESO's current and former students, faculty, staff, families, and community members. This is an opportunity to reflect on SESO's achievements and opportunities for growth as we strive to continue to meet our mission, which you will learn more about in the next sections of this Strategic Plan.

Much has changed in the world and in Puerto Rico over the past years. Since the development of our last Strategic Plan, we have faced hurricanes, earthquakes, and a global pandemic. These events forced us to adapt in ways we could not have predicted. We have had to reimagine and redesign our methods of instruction to meet students' needs in a virtual setting. Now, as the world returns to "business as usual" we keep with us the lessons that these challenges brought - flexibility, adaptation, solidarity, empathy. This strategic plan is an opportunity to work together as a community to identify areas of need and work towards improving our school. As we move forward, we continue to focus our efforts on improvement, growth, and innovation.

Best wishes,
Katrin Beinroth

Executive SUMMARY

For the past 50 years, SESO has been a leader in educating students from grades preschool to twelfth in a college-prep, English immersion educational setting. SESO provides students with an academically challenging curriculum and a variety of extracurricular activities to develop well-rounded citizens. As a school, SESO takes pride in the success of its students, who go on to become professionals in each of the areas of knowledge that give the best of themselves to the well-being of Puerto Rico and the world. The 2024-2029 strategic plan is based on the school's mission and vision and identifies objectives and strategies. These objectives reflect the qualities of our faculty, active students, and graduates who are and will be the future generation.

Theme	Goals	Strategies
Academic Excellence	Strengthen and enhance the school's high-quality, rigorous, and relevant educational experience that challenges students to pursue academic and personal excellence, so they are prepared for college, career, and life.	• Seek feedback from students, parents, teachers, and alumni to assess the effectiveness of the existing curriculum, identify areas of improvement, and ensure alignment with current educational standards and best practices. • Expand the academic offerings, extracurricular activities, and partnerships. • Establish a data-driven approach by collecting and analyzing student performance data and other relevant academic information to identify areas of improvement, measure student progress, and inform instructional decision-making. • Provide students with the resources and support needed to attain outstanding achievement in all standardized assessments.
	Support professional development to enhance faculty preparation.	• Provide our faculty with the resources and support necessary to achieve our academic excellence and fulfill our mission. • Provide regular professional development opportunities for teachers focused on academic excellence, pedagogical advancements, and research-based teaching methodologies. • Set clear goals for professional development.

Executive SUMMARY Cont.

Finance Health	**Achieve financial sustainability.**	• Make significant efforts to increase and diversify the school portfolio. • Increase enrollment and retention numbers. • Analyze the school situation and daily operations. • Enhance institutional marketing communications. • Promote extracurricular activities.
	Upgrade and strengthen the school's physical plant, laboratories, and facilities.	• Develop a school master plan to address academic and sports needs in the context of a comprehensive assessment of the facilities and a long-term plan for the plan's development and sustainability. • Establish a program to evaluate and propose priorities regarding the physical plant's improvements and major projects in the school.
	Increase and diversify the institutional sources of revenue.	• Evaluate investment options. • Explore the culture of philanthropy. • Maximize the school's strategic position. • Launch an endowment fund program.
Enhance School Climate	**Strengthen school spirit, pride, and identity.**	• Maintain a positive school climate for all the SESO's community. Understanding that school climate refers to the many aspects of the student's educational experience. • Foster and promote intellectual freedom in an environment that values acceptance, kindness, diversity, equity and inclusion.
	Maintain and enhance SESO's environmental sensibility and sustainability programs	• Enhance environmental sensibilities and sustainable practices in the school. • Promote a sustainable and environmentally responsible school community.

BACKGROUND

The themes, goals and strategies described in this document summarize the priorities of our school, the vision, mission and values of the Board of Directors, the administration, the academic community, and the stakeholders as well. They were designed as a response to the self-study performed with information provided by all stakeholders in questioners designed to such purpose during 2022, the data provided by standardized tests, and future projections, considering the actual regional profile. This strategic plan is intended as a guide for effective implementation and includes information contained in the school's MSA Excellence by Design Plan for Growth plus other areas for growth determined by the elements of the self-study. It constitutes a plan for growth and improvement to support the school's capacity to produce the quality of student desired and expected by its community of stakeholders.

The centerpiece of this strategic plan is formed by the areas of measurable objectives that were identified as being the highest priorities for growth and improvement for the school to achieve its mission and vision. At least two of the objectives focus on areas of student performance that have been determined to be priorities for growth and improvement. The remaining objectives may be either student performance objectives and/or objectives focused on growing or improving the school's organizational capacity and financial sustainability.

VISION

To be a leading college preparatory school in PR, recognized for its high-achieving graduates who stand-out as well-rounded citizens with strong academic competencies, social and environmental sensibility, and a high standard of professional ethics.

MISSION

As a college preparatory school, SESO is committed to developing confident, well-rounded students in an environment that nurtures individual intellectual achievement and strong communication skills in English and Spanish. SESO implements flexible and modern teaching, creating opportunities for students, teachers, and parents to function as a diverse community of learners.



BACKGROUND
Cont.

VALUES

- Integrity/Honesty
- Empathy
- Respect
- Responsibility
- Collaboration
- Environmental consciousness
- Ethics
- Solidarity
- Independence

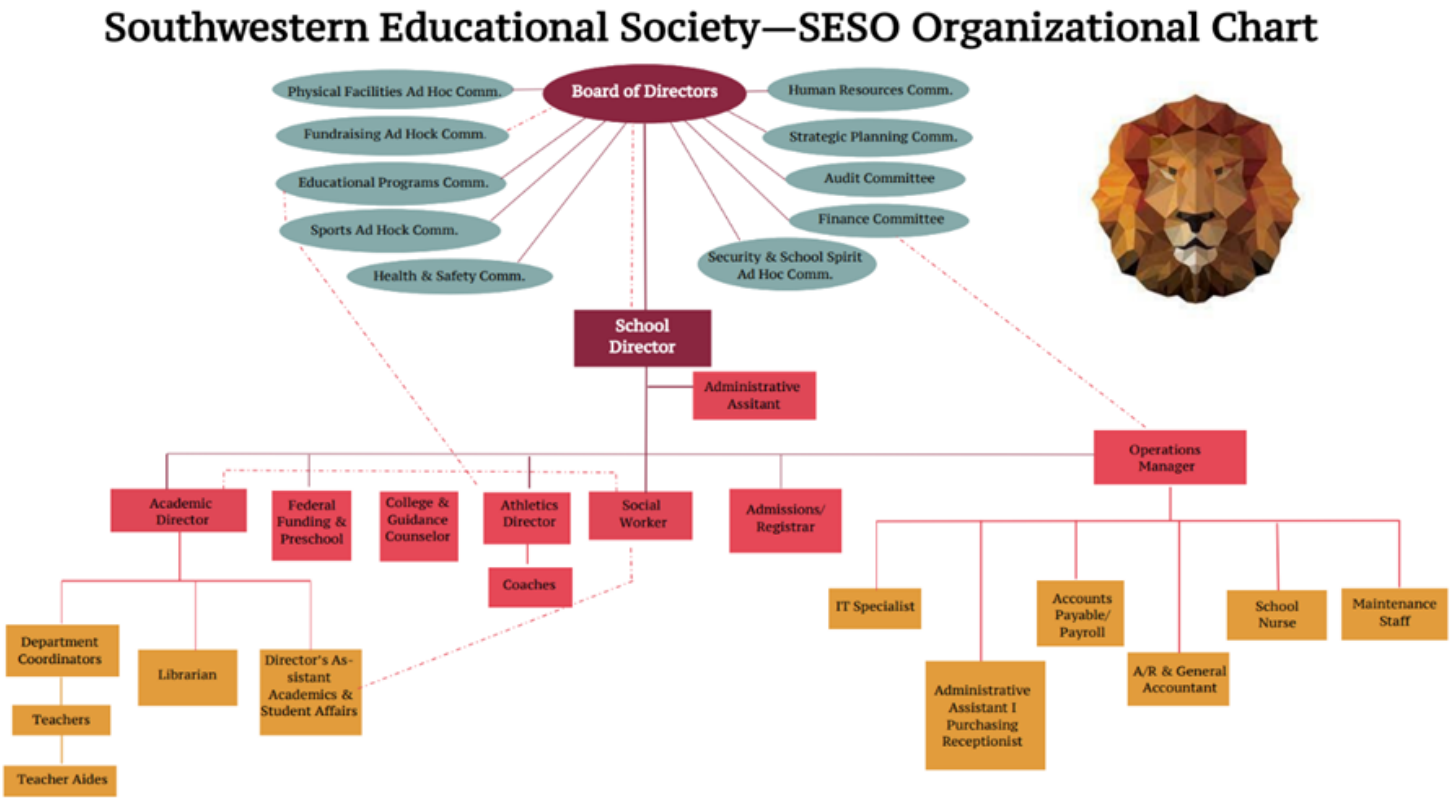






BACKGROUND
Cont.

SCHOOL ORGANIZATION:



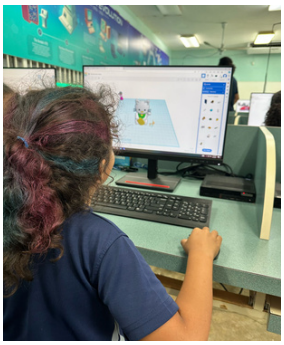
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Theme 1: ACADEMIC EXCELLENCE



Objective 1.1: Strengthen and enhance the school's high-quality, rigorous, and relevant educational experience that challenges students to pursue academic and personal excellence, so they are prepared for college, career, and life.





Assumptions and Justification:

Academic excellence is a fundamental aspect of our school's mission and vision. By focusing on strengthening academic excellence, we can ensure that our students receive a high-quality education that prepares them for future academic pursuits and professional success. An emphasis on academic excellence not only enhances the reputation and credibility of our institution but also ensures that our students receive a well-rounded education that fosters critical thinking, problem-solving skills, personal growth, and a lifelong love for learning. Furthermore, academic excellence serves as a strong indicator of the effectiveness of our teaching methodologies, curriculum design, and overall school performance.

Strategies and Measurement Indicators:

1.1.1 Seek feedback from students, parents, teachers, and alumni to assess the effectiveness of the existing curriculum, identify areas of improvement, and ensure alignment with current educational standards and best practices. This work through the following activities:

- **Measure the percentage of students, parents, teachers, and alumni who respond to feedback requests regarding the curriculum.**
- **Provide timely and constructive feedback to students, parents, and teachers, highlighting strengths and areas for growth, to support continuous learning and improvement.**
- **Evaluate the alignment of the curriculum with educational standards and best practices through regular assessments, with a goal of achieving a specific alignment score.**

Theme 1: ACADEMIC EXCELLENCE Cont.

- Engage in ongoing research and exploration of emerging educational trends and innovations to inform program development and enhance academic offerings.

1.1.2 Expand the academic offerings, extracurricular activities, and partnerships through the following activities:

- Expand AP/Honors course offerings to challenge academically qualified students and foster their intellectual growth.
- Track the enrollment numbers in AP/Honors courses, aiming for increased participation among academically qualified students.
- Evaluate the academic growth and performance of students enrolled in AP/Honors courses, comparing their results to non-participating peers.
- Develop and expand extracurricular activities, clubs, and competitions that promote critical thinking, problem-solving, creativity, and collaboration.
- Measure the percentage of students involved in extracurricular activities, clubs, and competitions.
- Assess the impact of these activities on critical thinking, problem-solving, creativity, and collaboration skills through surveys or evaluations.
- Foster partnerships with external organizations, universities, and professionals to provide students with hands-on learning experiences, internships, and mentorship opportunities.
- Count the number of partnerships established with external organizations, universities, and professionals.
- Gauge student participation in external learning experiences, internships, and mentorship opportunities facilitated through these partnerships.
- Measure the percentage of students who engage in academic counseling and mentoring programs.

1.1.3 Establish a data-driven approach by collecting and analyzing student performance data and other relevant academic information to identify areas of improvement, measure student progress, and inform instructional decision-making. To identify and implement the areas of improvements, we will follow the next activities:

- Measure the efficiency of data collection processes, ensuring timely access to relevant academic information.
- Assess the improvement in student performance and identify areas for enhancement based on data analysis.

Theme 1: ACADEMIC EXCELLENCE Cont.

- Offer academic counseling and mentoring programs to support students in setting academic goals, developing study skills, and accessing appropriate resources.
- Track the average scores and percentile rankings of students in standardized assessments compared to national or regional benchmarks.
- Evaluate the reduction in achievement gaps, if any, among different student groups over time.

1.1.4 Provide students with the resources and support needed to attain outstanding achievement in all standardized assessments via the following activities:

- Measure the average time taken to provide feedback to students, parents, and teachers after assessments or evaluations.
- Assess the extent to which feedback has been utilized for student improvement based on follow-up assessments or surveys.

Objective 1.2: Support professional development to enhance faculty preparation.

To support teaching excellence in SESO, it is a priority to dedicate the necessary resources for the professional development and training of our faculty and staff. The socioeconomic situation of the western region of Puerto Rico invites us to invest in our faculty and staff to achieve academic excellence. We shall be clear about the standards and expectations of the school, so we must balance the professional and personal responsibilities of our faculty and staff. Training and professional development will be promoted to design and implement new learning experiences in collaboration with students and stakeholders, with the goal of hiring new talent docents and retain teachers and employees while keeping them motivated.



Theme 1: ACADEMIC EXCELLENCE Cont.

Strategies and Measurement Indicators:

1.2.1 Provide our faculty with the resources and support necessary to achieve our academic excellence and fulfill our mission. This will be achieved with the following activities:

- **Measure the average time taken to provide feedback to students, parents, and teachers after assessments or evaluations.**
- **Evaluate improvements in teaching methodologies and practices as a result of professional development programs.**
- **Provide technological resources to the faculty to participate in training and professional capacitation.**
- **Evaluate and maintain competitive compensation for faculty and staff.**

1.2.2 Provide regular professional development opportunities for teachers focused on academic excellence, pedagogical advancements, and research-based teaching methodologies. These activities will be followed:

- **Encourage and support teachers in pursuing advanced degrees, certifications, and attending conferences or workshops relevant to their subject areas.**
- **Track the number of teachers who pursue advanced degrees, certifications, and attend conferences or workshops, and assess the impact on their teaching quality.**
- **Calculate the percentage of teachers who meet or exceed the established annual professional development goals.**
- **Monitor the percentage of teachers who participate in professional development opportunities related to academic excellence.**
- **Promote professional development opportunities and academic credits for faculty.**

1.2.3 Set clearly goals for professional development according to the following activities:

- **Set annual goals for professional development based on average number of hours per faculty member, including a per faculty member minimum.**
- **Evaluate a balance of responsibilities for faculty and staff.**
- **Design and implement an evaluation and assessment scale for faculty.**

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Theme 2: FINANCE HEALTH



Objective 2.1: Achieve financial sustainability.



Assumptions and Justification:

For the past decade the student enrollment at SESO has been declining steadily. The school age population is also declining due to migration and unemployment (overall situation in PR). Few industries and businesses are establishing their operations in the area. Although the status of the school is stable, to maintain this stability it is necessary to diversify the sources of income.

Our school is an independent (nonprofit) institution facing the challenge of improving its services while maintaining an affordable tuition in a challenging economic environment. The school shall work towards increasing its revenue from tuition payments as well as diversifying sources of income and apply cost reduction strategies. By the year, 2024-2029 SESO will complete a financial sustainability plan to support enrollment revenues as measured as defined in MSA Excellence by Design Plan for Growth and Improvement

2.1.1 Make significant efforts to increase and diversify the school portfolio. The next activities are proposed:

- **Actively manage investment portfolio to increase revenue from interest, in alignment with current investment policies.**
- **Promote a donation culture amongst current students, alumni, and stakeholders.**
- **Encourage the participation of all the school community and the public in the annual board of director's fundraising activity and new fund generating activities.**
- **Diversify sources of revenue by increasing the number of institutional fundraising events and alumni events, to a minimum of three yearly events, beginning in the 2024-2025 school year.**

2.1.2 Increase enrollment and retention numbers. SESO will further this work through the following activities:

- **Develop new strategies to expose school strengths and achievements as means to attract new high-performance students.**
- **Improve student retention by enhancing:**
- **Student and parent satisfaction with internal processes**
- **Academic offering, career orientation and extracurricular activities**
- **Increase enrollment by 3% to 5% yearly beginning in the 2024-2025 school year by targeting recruitment and retention of students.**

2.1.3 Analyze the school situation and daily operations through the following activities:

- **Evaluate the current use of resources such as energy, water and supplies to identify opportunities to reduce waste and costs.**
- **Consider and properly evaluate alternatives to capital investment that may reduce current and future costs (i.e. energy consumption, maintenance, supplies).**
- **Review enrollment, fees, and benefits policies.**
- **Identify and perform a SWOT (strengths, weaknesses, opportunities, threats) analysis by the end of FY-2024.**

2.1.4 Enhance institutional marketing communications via the following activities:

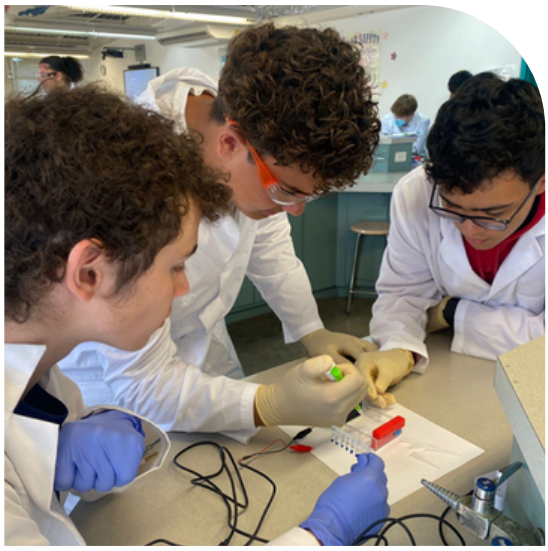
- **Explode the massive use of digital channels like the school website and social media.**
- **Use professional marketing programs like newsletters, bulletins boards, flyers, etc.**
- **Identify which channels are most popular among the school target audience in FY-2024 and establish a program to disseminate content in further years.**

2.1.5 Promote extracurricular activities through the following activities:

- **Evaluate the effectiveness of tutor programs.**
- **Analyze to lease the facilities for extracurricular activities.**
- **Evaluate and increase extracurricular/after-school program offerings beginning in the 2024-2025 school year.**

Objective 2.2: Upgrade and strengthen the school physical plant, laboratories, and facilities.

Assumptions and Justification:



To support the vision of the school it is necessary to have an adequate infrastructure that promotes the well-rounded education of the students. Currently social activities in the preschool grades take place in the Cafetorium, but the number of invitees is limited by governmental regulations, because of the room capacity. In the past, the annual winter/holiday and the Discovery of Puerto Rico activities took place on the roofed gym facilities, but specialized treatment of the floor has rendered this option null.

Other options have been explored, such as the use of the soccer field and the parking in front of the school, but they have proven to be a logistical challenge especially because of the amount of rainfall during the fall season causing the cancellation and delay of events. It is evident that the role of science and technology is becoming an essential aspect of modern life and in all professions. To better prepare our students in this area the school should keep the human resources and technological facilities updated, including the laboratories of math and sciences as well as the computers and on-line facilities.

Strategies and Measurement Indicators:

2.2.1 Develop a school master plan to address academic and sport needs in the context of a comprehensive assessment of the facilities and a long-term plan for its development and sustainability. SESO understand the potential of improving the facilities through the following activities:

- **Maintaining the technology updates and equipment required in the school science and technology labs.**
- **Providing the facilities and human resources necessary to support the science and technology program.**

Theme 2: FINANCE HEALTH Cont.

- Maintaining the school's computer facilities, equipment and infrastructure up to date and improve the current computer/student ratio.
- Provide state-of-the art facilities for technology, sports, arts, sciences, as well as meeting facilities for activities such as graduations and schoolwide festivities and celebrations.

- Remodel and update science laboratories by the 2024-2025 school year.
- Remodel and update technology laboratories by the 2025-2026 school year.
- Complete renovation to school Cafetorium stage by January 2024.
- Update 25% of classroom furniture in elementary school classrooms by 2025, and 25% of middle/high school classrooms by 2028.
- Remodel and upgrade bathrooms beginning during 2023-2024 school year, to be completed by end of the 2024-2025 school year.
- Re-pave beltway, school parking areas, and mitigate erosion during summer of 2023.
- Seal roofs during 2023-2024 school year.
- Remodel, renovate and upgrade preschool playground by end of the 2023-2024 school year.

2.2.2 Establish a program to evaluate and propose priorities regarding the physical plant improvements and major projects in the school, via the next activities:

- Evaluate and propose a route to construct a multipurpose roofed facility which increases seating capacity that can be used for social and sports activities.
- Establish a maintenance and enhance school program plan.
- Hold at least one yearly fundraising activity with funds designated to the sports multi-use facility, beginning in 2026.
- Identify and pursue federal funding opportunities to improve school facilities during each school year.
- Prepare a topographic map of school property by FY-2024 in order to continue work towards groundbreaking of the sports multi-use facility.
- Renovate STEM laboratories beginning in the 2023-2024 school year. (See Student Performance Objective #2)

Objective 2.3: Increase and diversify the institutional sources of revenue.

Assumptions and Justification:

We will maintain our commitment to responsible and strategic financial management by focusing on implementing best practices to make SESO compelling and accessible to the most talented students and continuing to make intentional and mission-aligned financial investments and decisions that simultaneously address the current needs of the school in advancement of our strategic vision.



Strategies and Measurement Indicators:

2.3.1 Evaluate investment options trough the next activities:

- **Analyze and implement capitalization programs.**
- **Reorganize the current school financial portfolio.**
- **Grow and support the investment program by contributing 3% of earnings each year.**
- **Enhance fundraising communications and events to include all Puerto Rico.**

2.3.2 Explore the culture of philanthropy. SESO will follow the next activities:

- **Establish an island-wide database.**
- **Implement a program to invite philanthropists to the school.**
- **Explore alternatives and initiate a program of donations and philanthropy by the end of 2024.**
- **Create a website portal to disseminate the donation program and invite philanthropists to support our school by the end of the 2024-2025 academic year.**

2.3.3 Maximize the school strong strategic position via the following activities:

- **Promote the school in diverse forums.**
- **Establish and coordinate partnership programs.**

2.3.4 Launch endowment fund program. SESO will further this work through the following activities:

- **Create a program website.**
- **Promote the program using the schools' digital channels.**
- **Maintain the endowment fund campaign.**
- **Launch endowment fund and endowment fund campaign by the 2024-2025 school year.**
- **Increase donations to the endowment fund by 5% each year, beginning in 2025.**
- **Design a bi-annual endowment fund campaign to attract donors.**

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Theme 3: ENHANCE SCHOOL CLIMATE



Objective 3.1: Strengthen school spirit, pride, and identity.

Assumptions and Justification:



Since its founding 50 years ago, SESO has been an institution with a strong community of stakeholders. Despite challenges, SESO has endured and maintained its academic excellence, extracurricular activities, and a sense of community. All of us at SESO are committed to each of our students, and work to maintain a positive school climate. School climate refers to the many aspects of the student's educational experience.

A positive school climate is the product of a school's attention to fostering safety; promoting a supportive academic, disciplinary, and physical environment; and encouraging and maintaining respectful, trusting, and caring relationships throughout the school community. [1]

[1] https://safesupportivelearning.ed.gov/school-climate-improvement

Our school strengths include a very strong intellectual and supportive environment, school spirit, and sense of belonging. SESO celebrates school-wide traditions such as sports day, holiday festival, preschool parades, concerts, fundraisers, and tournaments, amongst others. These traditions promote a robust familiar environment and self-reliance, which is crucial in the development of our students and preparing them to become a part of society later on in their lives.

We foster and promote intellectual freedom in an environment that values acceptance, kindness, diversity, equity and inclusion. Diversity refers to the range of characteristics and talents of each student, as well as the range of experiences for people of all races, genders, ethnicities, religions, learning abilities, physical abilities, sexual orientations, perspectives, family compositions, socioeconomic statuses and other elements that shape a person. By equity, we refer to our goal of aiming to provide each student with what they need to thrive and recognizing that each student may need something slightly different. We aim to create an environment in which each student is included and has what they need to thrive.

We practice open communication with our faculty and staff, students and their families in order to address the evolving needs of our society.

Theme 3: ENHANCE SCHOOL CLIMATE Cont.

Strategies and Measurement Indicators:

3.1.1 Maintain a positive school climate for all the SESO's community. Understanding that school climate refers to the many aspects of the student's educational experience, our efforts will be through the following activities:

- **Internal student surveys directed at measuring students' well-being throughout the school year will reflect an increase of 5% of students who recognize the importance of student mental well-being to school administration.**
- **Collect data on the number of visits to school psychologists and social worker offices and use data to inform needs and assess progress. Baseline data to be collected during the 2022-2023 school year.**
- **Maintain full time social worker for the 2023-2024 school year and onwards.**
- **Work with full-time social worker to facilitate and/or coordinate quarterly student well-being workshops beginning during the 2023-2024 school year.**
- **Formalize at least three partnerships with mental health professionals, government agencies, university resources, and nonprofit agencies by the 2024-2025 school year.**
- **Provide opportunities for extracurricular well-being activities (Yoga classes, time management) beginning in fall of 2023.**
- **Evaluate social/emotional curriculum and/or approaches during the 2023-2024 school year. Select a program to pilot during the 2024-2025 school year and to fully implement it by 2025-2026.**

3.1.2 Foster and promote intellectual freedom in an environment that values acceptance, kindness, diversity, equity and inclusion. SESO community will further the use of the intellectual freedom through the following activities:

- **Increase non-academic extracurricular school activities for students and their families to improve school spirit and all-around positive attitudes.**
- **Increase diversity and inclusion education for all members of the school's community.**
- **Identify and pursue federal funding opportunities to support student social, emotional, and mental well-being, (Stronger Connections Grant Program, for example) by the 2023-2024 school year.**

Theme 3: ENHANCE SCHOOL CLIMATE Cont.

Objective 3.2: Maintain and enhance SESO's environmental sensibility and sustainability programs.

Assumptions and Justification:



By integrating environmental sensibilities and sustainable practices into the school's strategic plan, we are cultivating a culture of environmental stewardship, which is needed now more than ever. As we at SESO work to implement initiatives such as waste reduction, energy conservation, and environmental education, we will simultaneously work to cultivate a sustainable and responsible school community. Involving the school community in these programs fosters a sense of shared responsibility for environmental sustainability.

By analyzing and improving our environmental impact and practices we will also enjoy long-term cost savings, prioritize our student well-being, and improve our community reputation as environmental stewards. As a school, prioritizing environmental sustainability aligns with educational goals, nurturing ecological awareness and responsibility among students and having an important educational impact.

Strategies and Measurement Indicators:

3.2.1 Enhance environmental sensibilities and sustainable practices into the school's, following the next activities:

- **Evaluate upgrades to the school's current solar panel system to maximize use of sustainable energy sources and produce cost savings by May 2024.**
- **Integrate energy consumption studies into science classes.**
- **Reduce use of single-use plastics in our school cafeteria and at school events for the 2024-2025 academic year. Track use of single-use plastics and explore alternatives.**
- **Design and implement a recycling program from plastics and paper beginning in the 2024-2025 academic year.**
- **Purchase additional water-bottle filling fountains to reduce use of single-use plastic water bottles, during the 2024-2025, and 2025-2026 academic year.**

Theme 3: ENHANCE SCHOOL CLIMATE Cont.

3.2.2 Promote a sustainable and environmentally responsible school community. SESO encourages our students to protect our planet via the next activities:

- **Support efforts of SESO's Agriculture Club, 4H Program, and Sustainability Club to educate and inspire students about environmental issues and nurture student initiatives beginning in the 2023-2024 academic year, moving forward.**
- **Track students participation in these groups, clubs, as well as projects completed.**
- **Participate in local environmental summits and conferences such as the annual *Foro para Cambio Climático* sponsored by the Mayagüez Municipal government, among others, annually. Maintain a record of these events.**
- **Share information about community events such as beach clean ups, BioBlitz among others to encourage student participation beyond our school. Year-round, beginning in the 2023-2024 academic year. Maintain a record of these events.**
- **Explore opportunities for community engagement around environmental initiatives.**

Implementation and Execution

To achieve the goals and strategies proposed by this strategic plan, all the SESO school's community and stakeholders should understand how their actions support it and how to strive to ensure it.

The SESO Board of Directors (BoD) will be responsible for implementing this plan. From the school's administration, faculty, staff to the parents will use this overarching strategic plan to set its own goals for one- to five-year implementation plans. Each one of us (school's community) shall use these plans to guide and track the activities and will provide annual status reports to the BoD. The administration will temper the school plans annually based on capabilities and funding.

The BoD will support the implementation of this strategic plan through funded activities that help advance the plan's goals and strategies. Reviews of the BoD, when conducted, will provide data to evaluate progress in achieving strategic and programmatic outcomes and to seek more effective ways to accomplish the SESO mission.

SESO BOD Board Of Directors