

“Education should no longer be mostly imparting knowledge, but must take a new path, seeking the release of the human potential.”

Maria Montessori-
Education for a New World



Bluffview Montessori

STRATEGIC PLAN SY 2019/20 - SY 2024/25





Our Vision

Empowered learners fulfilling their full potential as whole and unique persons in a global community.

Our Mission

Bluffview Montessori School empowers self-directed learning through a materials-based Montessori Curriculum that encourages independence and natural curiosity. Bluffview cultivates learners' deep respect for self, community, and a peaceful environment, while nourishing the intrinsic desire for academic, civic, and personal fulfillment.



Goal One:

Increase annual fundraising efforts to sustain school programs

Objective: Design and implement strategies that foster a culture of philanthropy in order to generate greater resources for the school.

Action Items:

1.1 Establish Fundraising Committee

1.2 Develop Fundraising Plan

Create a compelling case for support that invites investment and clearly indicates how each gift will make a difference. Cultivate annual giving, alumni giving, and capital campaigns while also incorporating other sources of fundraising (i.e. grants, direct sales, corporate/product rebates, events) into a yearly fundraising calendar. Involve administration, board members, volunteers, donors, and staff members in planning and executing strategies.



1.3 Develop Alumni/Donor Database

Develop an alumni database that would include families and students who have graduated from Bluffview. Using the database, include alumni and alumni families in yearly newsletters that keep them abreast of the current activities and accomplishments at Bluffview and that help maintain relationships with alumni families. Utilize alumni stories and testimonials. Include alumni families in yearly fundraising requests.

1.4 Implement Annual Giving Campaign

Execute the plan developed by the Fundraising Committee. Track number of donors, and amounts donated.

1.5 Assess Annual Giving Campaign Results

Assess the results of the Annual Giving Campaign by analyzing how much was donated, what stakeholder groups it came from, and what expanded opportunities there may be. This information will be used to create baseline data that will inform our goal setting for the following year.

1.6 Refine Fundraising Goals/Plans Annually

The fundraising committee will ensure that fundraising data is analyzed each year, and will set new goals annually. This will include annually (or more frequently as needed) updating the donor database.

Short Term Goals

Goal One: Increase annual fundraising efforts to sustain school programs	Timeline	Responsible person/entity
1.1 Establish Fundraising Committee	Year One Winter 2020	HOS/Board Chair
1.2 Develop Fundraising Plan	Year One 2019-2020	HOS/Fundraising committee
1.3 Develop Alumni/Donor Database	Year One 2019-2020	HOS/Fundraising committee
1.4 Implement Annual Giving Campaign	Year Two Fall 2020	HOS/Fundraising committee
1.5 Assess Annual Giving Campaign Results	Year Two Summer 2021	HOS/Fundraising committee

Long Term Goals

Goal One: Increase annual fundraising efforts to sustain school programs	Timeline	Responsible person/entity
1.6 Refine fundraising goals/plans annually.	Annually	HOS/Fundraising committee

Goal Two:

Increase staff retention by increasing compensation while maintaining the financial health of school

Objective: Invest in our human capital. Elevating the Master Teacher pay scale and the Cash in Lieu for all staff while developing new avenues to increase compensation.

Action Items:

2.1 Increase Base Cash in Lieu by \$700

2.2 Elevate Teacher Salaries by 4%

Assure competitive and appropriate teacher compensation to attract and retain excellent staff. “Fair and competitive salaries” must be viewed by the staff themselves as adequate when compared to known salary markers viewed as “good.” Compensation reviews may need to include local public-school medians or ranges, or published private-independent school figures pertaining to meaningful reference groups. Elevate entry level of the Master teacher pay scale 4%. At this time we will review assistant/para/admin salaries as well.

2.3 Augment Policy 712

Currently Policy 712 reads: *An employee who has remained with Bluffview for a minimum of twelve years will receive **Benefit Payment** of accrued PLT at the time of retirement or voluntary separation. Qualified separating personnel are entitled to receive a PLT **Benefit Payment in cash**. To calculate the value of this benefit the accrued PLT is retired at the rate of \$10/day up to a maximum of 10% of the separating employee’s final annual salary amount.* This part of the Policy has been long scrutinized. The goal is to change it to reflect the valued service of staff while being fiscally responsible.

2.4 Develop Policy to Address “Hard to Fill” Positions

Support staff in “hard to fill” positions. This support will be financial in nature, and will be for licensed staff that become employed as a teacher through Tier 1 or Tier 2 licensing, as well as established staff looking to expand their skills by adding a license that would directly benefit BMS.

2.5 Complete Case Statement

Finalize a Case Statement through the administration of a feasibility study, preferable to be completed by an outside, professional source. The goal is to build the Endowment created in the spring of 2019, meeting goal 2.8 below.

2.6 Increase Cash in Lieu to \$4500 (1.0 fte base) or Offer Health Care

The overarching goal is to work toward being able to offer affordable health care, so by now we may be able to look at Health Care or an increase in the amount of Cash in Lieu.

2.7 Elevate Teacher Salaries by 10%

2.8 Fulfill Goals of Case Statement/Endowment

*True fulfillment of many of these goals will rely on the result of fundraising, legislative and endowment fulfillment efforts concurrently.

Short Term Objectives

Goal Two: Increase staff retention by increasing compensation while maintaining the financial health of school	Timeline	Responsible person/entity
2.1 Increase Cash in Lieu by \$700	Year Two Summer 2021	HOS/Board
2.2 Elevate Teacher Salaries by 4%	Year Three Summer 2022	HOS/Board
2.3 Augment Policy 712	Year Two 2020-21	HOS/HR
2.4 Develop Policy to Address "Hard to Fill" Positions	Year One 2019-20	HOS/HR
2.5 Complete Case Statement	Year One 2019-20	HOS/Board Chair

Long Term Goals

Goal Two: Increase staff retention by increasing compensation while maintaining the financial health of school	Timeline	Responsible person/entity
2.6 Increase Cash in Lieu to \$4500 (1.0 fte base) or Offer Health Care	Year Four Summer 2023	HOS/Board
2.7 Elevate Teacher Salaries by 10%	Year Five Summer 2024	HOS/Board
2.8 Fulfill Goals of Case Statement/Endowment	Year Five 2023-2024	HOS/Board

Year one/summer 2020 : elevate assistant base pay to 11/hr, paras to 12/hr which equals very close to 2.5%

Goal Three:

Increase awareness of the benefits of a Montessori Education

Objective: Increase knowledge of Montessori philosophy, practice, and outcomes to increase enrollment, retention, and support for the school's Montessori programs.

Action Items:

3.1 Promulgate Bluffview's Philosophical Identity

Implement educational sessions for staff, parents, and board members about various aspects of Montessori philosophy. This may include developing a network of speakers/professional development/information dissemination targeting all staff, parents, and the public.

3.2 Fortify Enrollment and Retention Through Erdkinder

Develop and implement plans to decrease E2 student attrition and increase Erdkinder enrollment through philosophy articulation and inculcation. Communicate highlights and benefits of the program to stakeholders.

3.3 Articulate the Identity of Bluffview as a Public Montessori Charter School

Develop publication materials and other documents/informationals about Bluffview and the methods through which it balances the fidelity of the Montessori Philosophy and the mandates associated with being a Public Charter School.

3.4 Create a "Portrait" of a Bluffview Graduate

Develop a narrative that depicts skills, traits, characteristics that Bluffview graduates will have upon leaving the school at the end of 8th grade.



Short Term Goals

Goal Three: Increase awareness of the benefits of a Montessori education	Timeline	Responsible person/entity
3.1 Promulgate Bluffview's Philosophical Identity	Annually	HOS/All Board
3.2 Fortify Enrollment and Retention Through Erdkinder	Year 2 2020-21	HOS/Meghan/Erich
3.3 Articulate the Identity of Bluffview as a Public Montessori Charter School	Year 2 2020-21	HOS/Erich
3.4 Create a "Portrait" of a Bluffview graduate	Year One July 2020	HOS

Goal Four:

Grow the Staff Culture at Bluffview

Objective: To grow the already strong foundation of staff culture at Bluffview. This will be accomplished through the development and articulation of enhanced expectations for all staff. As the staff culture develops, there will be a trickle-down effect that will positively affect all other stakeholder groups.

Action Items:

4.1 Develop Bluffview Core Values Document

Completing the Core Values document will outline the primary philosophical tenets of Bluffview Montessori to all stakeholders associated with the school. It gives all involved a clear and valuable set of standards to adhere to. The Core Values document is intended to be used as part of the hiring process, onboarding process, and as a guide for all Board and administrative decisions relative to the school. With regard to staff, it will be treated as an extension of all job descriptions.

4.2 Develop an Ethics Statement

Draft an ethics statement outlining and defining what ethical conduct is and what it looks like at Bluffview. This will be used in the same way as the Core Values Document, as it is truly an extension of it.

4.3 Update All Job Descriptions

4.4 Implement Professional Development for all Staff

Plan and administer 2-3 professional development sessions built around the Core Values and Ethics Statement to actively articulate them and proactively build the staff culture.

4.5 Develop Staff Self-Evaluations for all Positions

Self-evaluations will be developed for all staff positions. These self-evaluations will be designed around the updated job descriptions, reflecting their key components. They will be administered annually and used as an additional component to the teacher evaluation system, as well as to evaluate all other positions.

Short Term Goals

Goal Five: Grow the staff culture at Bluffview	Timeline	Responsible person/entity
4.1 Develop Bluffview Core Values Document	Year One 2019-20	HOS
4.2 Develop an Ethics Statement	Year One 2019-2020	HOS
4.3 Update all Job Descriptions	Year One 2019-2020	HOS
4.4 Implement Professional Development for all Staff	Year Two Fall 2020	HOS
4.5 Develop Staff Self-Evaluations for all Positions	Year Two Summer 2021	HOS/HR Committee/Annie Ruppert

Goal Five:

Develop plan for the future of school facilities

Objective: Ensure facilities that support optimal learning environments and serve all constituencies of the school community.

Action Items:

5.1 Develop a Long-Term Facility Plan

Develop a long-term campus and facilities master plan that includes both a preventive maintenance schedule (and its costs and revenue sources) for existing buildings and grounds as well as for new improvements. The plan should be discussed at least annually at the Building and Grounds Committee meetings and augmented as needed.



Short Term Goals

Goal Five: Develop a plan for the future of school facilities	timeline	responsible person/entity
5.1 Develop a long-term Facilities plan	Year One 2019--2020	HOS /Building and Grounds Committee