

“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 School

### STRATEGIC PLAN 2016-2021



# BLUFFVIEW MONTESSORI



## A Framework for Bluffview Montessori

### Formulating a strategic plan

At Bluffview Montessori School you will observe frequent and numerous contributions by volunteers, an overarching willingness to accommodate change, steadfast commitment, and real passion for blazing a trail to the future. Bluffview is a community of energized contributors, who are driven towards a great goal and inspired by a mission.

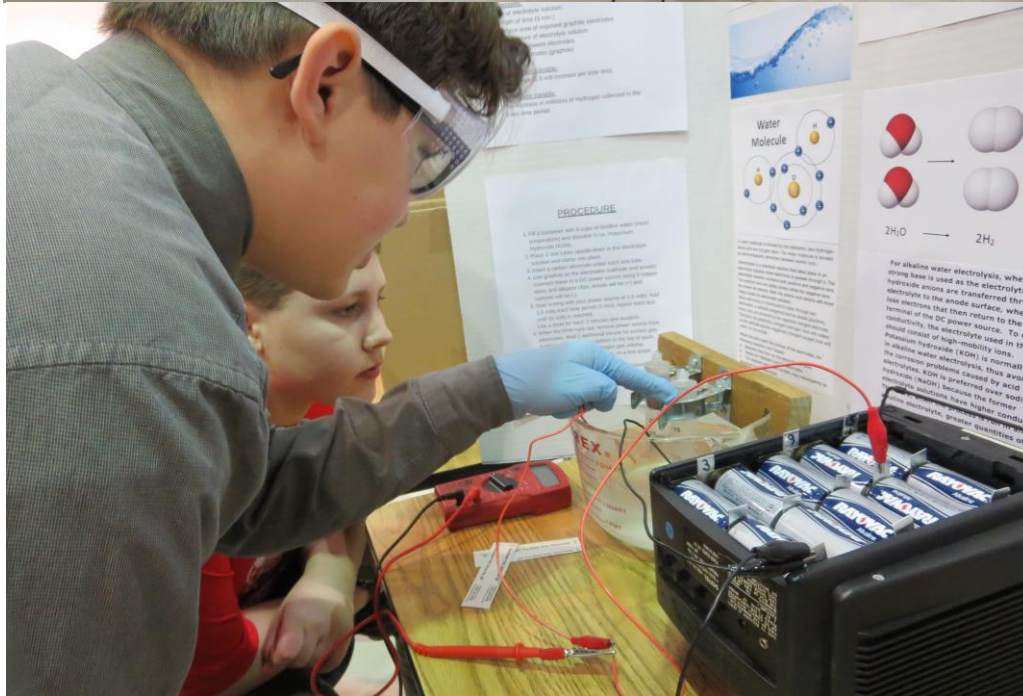
At each juncture, with faculty, parents and board, this community uses every opportunity to re-visit Montessori philosophy and best practices. There is both enthusiasm and passion for meaningful applications of Montessori philosophy and practice that best serves the child. There is openness for suggestion and a thirst for knowledge that is both refreshing and renewing. There is a culture of learning at Bluffview that is exciting and awe-inspiring. This obviously translates to tangible benefits for the children of the school.

The next steps for the school are to clarify and communicate the vision for the future, the purpose and direction of the school. In this way the community, thoughtfully and deliberately, rededicates the school to the service of the child and Montessori ideals.



## Our Mission

*The mission of Bluffview Montessori School is to empower children to unfold their full potential as whole and unique persons in a global community. A Montessori curriculum will serve the needs of the whole child; it is our desire that the children be academically motivated, artistically creative, physically active, and emotionally supported. The school will be a safe, caring and peaceful environment which will prepare students of diverse backgrounds for life.*



## Goal One:

### Increase staff retention while maintaining financial health of school

#### Invest in People

Objective: Elevate the teacher pay scale and develop other avenues to increase compensation for teachers. Design and implement a professional development program that creates an avenue for sharing innovative instructional methods, provides support in securing resources and information, promotes collaboration among faculty, and makes connection between classroom and community. Redistribute administrative tasks and consider additional office staff. Develop administrative evaluation program. In short, invest in people.

#### Action Items:

##### 1.1 Increase fund balance (Fund 1- General Fund) to 30%

##### 1.2 Create a stipend policy

Create and implement a stipend policy as a method to increase staff compensation that is sustainable for the school's budget and recognizes staff members' continuing service to the school. Following completion of the annual audit, any funds beyond the 30% fund balance (general fund) will be given as stipends to all continuing staff. Stipend-qualified staff will have been employed during year of the audit and will have remained employed by the school the following year. The amount of each employee's stipend will be proportional to his earnings and prorated by FTE or length of employment.

Increase salaries to a

##### 1.3 fair and competitive level

Assure a competitive and appropriate ~~teacher~~faculty and staff compensation to attract and retain the best teachers ~~and staff~~. "Fair and competitive salaries" must be viewed by the teachers themselves as adequate when compared to known salary markers that the teachers view as "good." Compensation reviews may need to include local public school medians or ranges, or published private-independent school figures pertaining to meaningful referent groups. Elevate the entry level of the teacher pay scale approximately 8.4%.

##### 1.4 Develop policy for payment of unused personal leave time

Utilize buyout of unused personal leave time as a method to increase staff compensation. Offer the option to "buy out" a maximum of half of each employee's total allotment of personal leave time at the end of each year. (Up to a maximum of 6 days) Carryover of personal leave time will be permitted as well.

##### ~~1.5~~ Create a -

##### ~~1.6~~ 1.5 growth-oriented faculty culture


Create and support individualized, innovative, and ongoing professional development plans for each member of faculty. Fund teacher participation in AMS and other conferences. Increase Montessori-specific professional development opportunities and expectations. Develop reimbursement policy for ~~continuing education and~~ Montessori certification. Hire talented staff who are passionate about Montessori education and love of learning. Support faculty and staff interested in assuming leadership roles and investigate Q-Comp program as a source of financial support for this effort. Build faculty recruitment programs (i.e. Montessori internships) to expand pool of qualified applicants for teaching positions.

#### 4-71.6 Sustain quality administrative staff

Develop an ongoing evaluation process of administrative staff. Consider the redistribution of administrative tasks and the addition of office staff that would allow tasks to be completed efficiently and recognizes/respects time requirements.

Short Term Objectives		
Goal One: Increasing staff retention while maintaining financial health of school	Timeline	Responsible person/entity
1.1  Increase fund balance to 30%	Year One 2016-2017	HOS/Board Chair
1.2  Create stipend policy to increase staff compensation that will be sustainable to the budget and recognizes continuing service	Year One Summer 2016-2017	HOS/Board Chair/HR
1.3  Elevate teacher pay scale 4.2%	Year One Summer 2016-2017	HOS/Board
1.4  Develop policy for payment of unused personal leave time as a way to increase staff compensation	Year One Summer 2016-2017	HOS/Board Chair/HR
1.5  Develop reimbursement policy for Montessori training	Year One Fall 2016-2017	HOS/Board Chair/HR
1.5  Investigate Q-Comp	Year One Fall 2016-2017	HOS/Board Chair
1.6  Redistribute administrative job tasks and consider hiring of additional staff	Year One Summer 2016-2017	HOS/AHOS/Board Chair/Board
1.6  Develop administrative evaluation process	Year Two Fall, 2017-2018	HOS/Board

Long Term Goals		
Goal One: Increasing staff retention while maintaining financial health of school	Timeline	Responsible person/entity
1.3  Elevate teacher pay scale 8.4%	Year Three to Four 2018-2019	HOS/Board

1.5 <b>Review &amp; Discuss</b> Develop teacher leadership positions and stipends in conjunction with Q-Comp	Year Two to Four 2017-2019	HOS/Board Chair/ Pedagogy Committee
1.5  Develop opportunities and partnerships for faculty recruitment	Year Three to Four 2018-2019	HOS/Board/ Pedagogy Committee



## Goal Two:

### Increase Parent Participation and Volunteerism

**Objective:** Work vigorously to increase parent participation with an emphasis on volunteerism. Support and strengthen community partnerships.

#### Action Items:

##### 2.1 Revise Newsletter Format

Create a user-friendly newsletter. Include short excerpt of articles with link to website to read full articles. Maintain pictures that tell the school's story and include a short description to encourage stakeholders to read. Create structures that allow readers to click on event and save directly to calendar. Encourage immediate interaction

##### 2.2 Implement Volunteer Coordinators

Develop plans for creation and implementation of volunteer coordinator positions for each level – Children's House, E1, E2, and Erdkinder. Develop Main Coordinator position that oversees and collaborates with level coordinators to recruit for school events, tracks volunteer hours, and oversee school-wide events. Work with the PTA to revitalize and redevelop the parent teacher partnership.

##### 2.3 Incorporate Volunteer Recognition Program

Working through the volunteer coordinators, develop plan for public recognition of volunteers (to the extent a person wants to be recognized.) Utilize Facebook, school newsletter, and bulletin boards as options for recognition

##### 2.4 Utilize Volunteer Opportunities to Educate Parents About School Programs


Encourage level integration through the volunteer coordinator program. Encourage parents of student to volunteer in classroom at the level above that of their child in order to gain familiarity and understanding of the next level. Work with Erdkinder students, staff and teachers to implement a "next level" program for students who graduate but would still like support from Bluffview.

##### 2.5 Implement New Partnerships

Restructure and revitalize the Parent Teacher Association and implement new parent, teacher, student partnerships. Develop and evaluate specialty programs such as science, music and movement, games, and gardening. Solicit feedback from students, staff, parents.



## Short Term Goals

Goal Two: Increase parent participation and volunteerism	timeline	responsible person/entity
 2.1 Create a user-friendly newsletter	Year One Summer 2016-2017	HOS/AHOS
2.2 <b>Review &amp; Discuss</b> Create plans and implement parent volunteer coordinators including a main coordinator that would recruit volunteers for events, track volunteer hours, and oversee school wide events and four level coordinators. (CH, E1, E2, Erdkinder)	Year One Summer 2016-2017	HOS/AHOS/PTA
2.5 <b>Review &amp; Discuss</b> Restructure and revitalize the Parent Teacher Association	Year One Summer 2016-17	HOS/AHOS/PTA/Parent Volunteer Coordinator

## Long Term Goals

Goal Two: Increase parent participation and volunteerism	timeline	responsible person/entity
2.3 <b>Review &amp; Discuss</b> Working through volunteer coordinators, develop plan for public recognition of volunteers	Year Two to Four 2017-2019	HOS/AHOS/PTA/PR Committee
2.4 <b>Review &amp; Discuss</b> Encourage level integration through the volunteer coordinator program by encouraging parents to volunteer in the levels above their children	Year Two to Four 2017-2019	HOS/AHOS/Pedagogy Committee
2.5 <b>Review &amp; Discuss</b> Implement new parent, teacher and student partnerships	Year Two to Four 2017-2019	HOS/Board/Pedagogy Committee



## Goal Three:

### Increase fundraising efforts that would 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:

#### 3.1 Establish Fundraising Committee

#### 3.2 Develop Fundraising Plan

Create a compelling case for support that invites investment and clearly indicates why 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.



#### 3.3 Set Goals for Fundraising

Increase family and employee participation in the annual giving campaign from 10% to 50%. Gather baseline data for other fundraising efforts and set goals for participation and/or monetary amounts.

#### 3.4 Develop Alumni 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.

#### 3.5 Build a fundraising system that will provide sustainable programming

Develop system and culture of sustained giving that will ensure the school has predictable cash flow to enable desired programming (i.e. foreign language, additional arts).

Short Term Goals		
Goal One: Increase fundraising efforts that would sustain school programming	Timeline	Responsible person/entity
<b>Review &amp; Discuss-planned for winter—</b> <b>3.1 will allow for the rest to be accomplished</b> Establish fundraising committee	Year One Summer 2016-2017	HOS/Board Chair
<b>3.2 Fundraising Committee **Now that Investment committee completed IPS</b> Develop fundraising plan that incorporates all fundraising sources in yearly calendar	Year One 2016-2017	HOS/Assistant HOS/Fundraising committee
<b>3.3 Fundraising Committee</b> Increase participation in annual giving campaign to 25%	Year One 2016-2017	HOS/Assistant HOS/Fundraising committee

Long Term Goals		
Goal One: Increase fundraising efforts that would sustain school programming	Timeline	Responsible person/entity
<b>Needs to be done with/by Fundraising Committee</b> <b>3.4</b> Develop alumni database	Year Two to Three 2017-2018	Fundraising committee
<b>3.5 Fundraising Committee</b> Build fundraising system that will provide sustainable programming	Year Three to Four 2018-2019	HOS/Assistant HOS/Fundraising Committee
<b>3.3 Fundraising Committee</b> Increase participation in annual giving campaign to 50%	Year Three to Four 2018-2019	HOS/Assistant HOS/Fundraising committee

## Goal Four:

### Increase public awareness of the benefits of 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:

##### 4.1 Improve buy-in to the Philosophical Identity of the School

Implement training sessions for both parents and board members in aspects of Montessori philosophy.

##### 4.2 Increase Enrollment and Retention in Erdkinder

Develop and implement plans affecting Erdkinder enrollment through philosophy articulation and inculcation.

##### 4.3 Increase Marketability to Parents of Different Priorities

Develop a plan for marketing to parents. Develop a plan for addressing philosophical differences in publication materials.

##### 4.4 Improve Public Image by Clearly Communicating the School's Story and Vision

Develop effective statement of identity for our school as both Montessori and charter (public).

##### 4.5 Clearly Articulate Philosophy of Education

Post materials on the website explaining the advantages of Bluffview Montessori School based on its philosophy. Post information explaining the identity of Bluffview as a hybrid Montessori charter school.

##### 4.6 Improve Communications About Outcomes and Assessments


Improve communications to parents and public about the continuing efforts to improve and/or maintain high state and local student assessment scores. Develop plan to promote the outcomes of a Montessori education and ways in which a Montessori education develops and assesses all aspects of child's learning- a portrait of a graduate (i.e. responsible and accountable, independent, autonomous, critical thinker and problem solver, peacemaker, productive and caring community citizen).



## Short Term Goals

Goal Four: Increase public awareness of benefits of Montessori Philosophy	Timeline	Responsible person/entity
4.1  Develop and implement training sessions for parent and board members in aspects of Montessori philosophy.	Year One January 2017	HOS /Pedagogy/Governance
4.2  Develop plan for affecting Erdkinder enrollment through philosophy articulation	Year One January 2017	HOS /Erdkinder Staff/Erich/Chris
4.3  Research opportunities for collaboration with like-minded groups locally	Year One January 2017	HOS / Erich/Chris
4.3  Develop philosophy-based plan for marketing to parents	Year One January 2017	HOS /PTA/ Erich/Chris
4.3  Develop plan to address philosophical differences in publication materials	Year One Fall 2016-2017	HOS /PTA/ Erich/Chris
4.4  Develop effective statement of identity for our school as both Montessori and charter (public)	Year One Fall 2016-2017	HOS /PTA/ Erich/Chris
4.5  Develop effective public relations materials based on Montessori philosophy and post to school website	Year One Fall 2016-2017	HOS /PTA/ Erich/Chris

## Long Term Goals

Goal Four: Increase public awareness of benefits of Montessori Philosophy	Timeline	Responsible person/entity
4.6  Develop plan to promote the outcomes of Montessori education and the ways in which they are assessed	Year Two 2017-2018	HOS / AHOS/Pedagogy Committee

## Goal Five:

### Develop plan for future of school facilities

#### Invest in People

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 a property/facilities plan that projects both a preventive maintenance schedule (and its costs and revenue sources) for existing buildings and grounds, and new improvements.

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Short Term Goals		
Goal Five: Facilities	timeline	responsible person/entity
5.1 <b>In progress</b>  Develop long term facilities master plan	Year One - Year Two  2016-2018	HOS /Building and Grounds Committee