

“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 2020-2025



DRAFT

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.

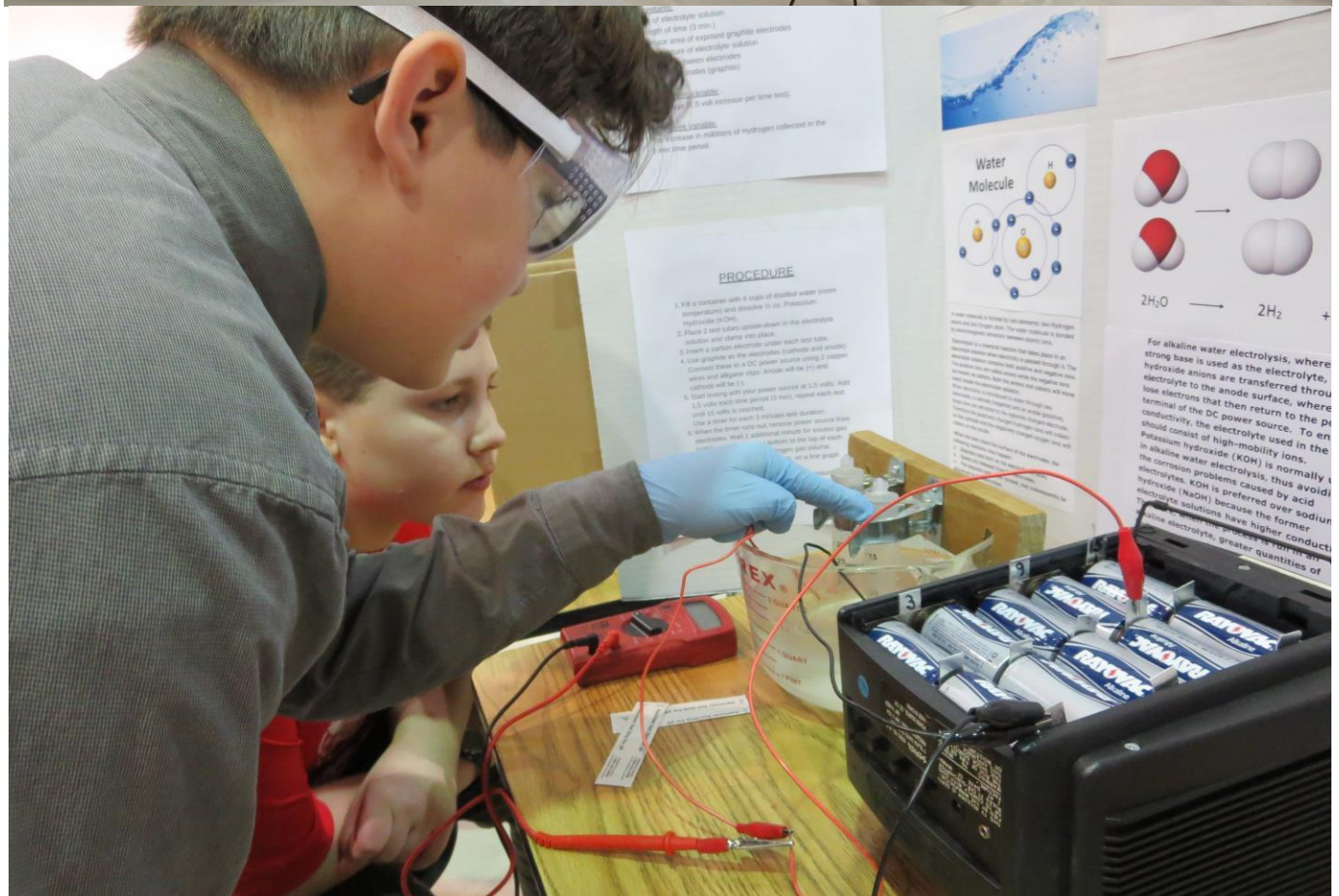


Our Vision

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

Our Vision

TBD



Goal One:

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

Objective: Elevate the teacher pay scale and develop other avenues to increase compensation for teachers. In short, invest in our human capital.

Action Items:

1.1 Increase Cash in Lieu by \$700

1.2 Elevate salaries by 4%: toward an equitable and competitive level

Assure a 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 teacher pay scale 4%, all other staff by 4%.

1.3 Augment Policy 712 with regard to end of staff employment at BMS

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.

1.4 Develop a Policy for teaching staff in “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 becomes 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.

1.5 Complete Case Statement

Finalize a Case Statement through a feasibility study, preferable to be completed by an outside, professional source. The goal is to build the Endowment Created in Spring of 2019.

1.6 Increase Cash in Lieu to \$4500 (1.0 fte base)

The overarching goal is to work toward being able to offer affordable health care.

1.7 Elevate the Master Teacher pay scale by an additional 4%

1.8 Fulfill goals of Case Statement/Endowment

True fulfillment of many of these goals will rely on the result of this work.

Short Term Objectives

Goal One: Increasing staff compensation while maintaining financial health of school	Timeline	Responsible person/entity
1.1 Increase Cash in Lieu by \$700	Year One Summer 2020	HOS/Board
1.2 Elevate pay by 4%	Year Two Summer 2021	HOS/Board
1.3 Augment Policy 712 – End of employment PLT payout.	Year One SY 2019-20	HOS/Board Chair/HR
1.4 Develop Policy to assist staff in “hard to fill” positions	Year One SY 2019-20	HOS/Board Chair/HR
1.5 Complete Case Statement	Year One SY 2019-20	HOS/Board Chair

Long Term Goals

Goal One: Increasing staff compensation while maintaining financial health of school	Timeline	Responsible person/entity
1.6 Increase Cash in Lieu to \$4500 (1.0 fte base)	Year Three Summer 2021	HOS/Board
1.7 Elevate teacher pay scale an additional 4%	Year Four Summer 2022	HOS/Board
1.8 Fulfill Case Statement/Endowment Goals	Year Five 2018-2019	HOS/Board

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 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.

2.2 Increase number of parents attending committee meetings (new goal)

Board committee leaders recruit 2 parent members to their respective committees.

2.3 Utilize Volunteer Opportunities to Educate Parents about School Programs (Eric suggested this to go Goal 4-formerly 2.4)

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.

2.4 Implement New Partnerships (Eric rewrites-former 2.5)

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 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 SY 2019-2020	AHOS
2.2		

Long Term Goals

Goal Two: Increase parent participation and volunteerism	timeline	responsible person/entity
2.		

Goal Three:

Increase annual 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

Family and employee participation in the annual giving campaign at 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. mental health, foreign language, additional arts).

3.6 Increase stakeholder participation by 20% from established baseline

Increase stakeholder participation in the annual giving campaign by 20% from the established. Continue to gather baseline data for other fundraising efforts and set goals for participation and/or monetary amounts.

Short Term Goals

Goal Three: Increase fundraising efforts that would sustain school programming	Timeline	Responsible person/entity
3.1 Establish fundraising committee	Year One Winter SY 2019-20	HOS/Board Chair
3.2 Develop fundraising plan that incorporates all fundraising sources in yearly calendar	Year One 2019-2020	HOS//Fundraising committee
3.3 Participation in annual giving campaign at 50%	Year Two 2020-2021	HOS/Fundraising committee
3.4 Develop alumni database	Year Two 2020-2021	HOS/Fundraising committee

Long Term Goals

Goal One: Increase fundraising efforts that would sustain school programming	Timeline	Responsible person/entity
3.5 Refine fundraising system that will provide sustainable programming from multiple sources	Year Three to Four 2021-2023	HOS/Fundraising Committee
3.6 Increase participation in annual giving campaign to 70%	Year Three to Four 2021-2023	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

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 Develop long term facilities master plan	Year One - Year Two 2019--2020	HOS /Building and Grounds Committee

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