



MONTESSORI SCHOOL
of **ROCHESTER**

Strategic Plan 2020-2024

Our Mission

The Montessori School of Rochester's mission is to nourish the child's spirit, while fostering exploration, independence, and confidence. We strive to inspire a life-long love for learning, while modeling grace, courtesy, and respect for self, others, and the earth.

Our Vision

This Strategic Plan provides our Board of Trustees and our Head of School with the goals to support our School growth and operations for the next 5 years. The Strategic Plan committee will assess the progress of each goal outlined in this plan quarterly as per the school year calendar (November/ February/ May/ August) and report the overall progress to the community each May.

Our Process

The Strategic Plan 2020-2024 is an updated version of the original Strategic Plan 2014-2019. This new version of the Strategic Plan is the result of a collective effort between the Board of Trustees, the Head of School, Strategic Plan Committee, Finance Committee and Audit Committee to outline the goals to support the continued growth of our school in the next 5 years.

Below is a summary of the process followed to elaborate the Strategic Plan 2020-2024:

- Strategic Plan Committed assessed the status of Strategic Plan 2014-2019
- Results were presented at Board of Trustees meeting. The Strategic Plan progress has been discussed in several board meetings.
- Board of Trustees conducted a Community Survey to collect data on the programs offered by the school and draft future enrollment. This survey was especially important to define the needs for the current families and identify our strength and weaknesses.
- Strategic Plan Committee team met periodically to draft the goals for Strategic Plan 2020-2024.

Our Goals

The goals outlined in this Strategic Plan serve to ensure the stability of our current programs while focusing on growth in offerings and richness of quality. Ultimately, we look forward to providing the appropriate environment necessary for our students, our community and our staff to succeed in fulfilling our mission.

The goals are assigned to Head of School for the school operations and for each Committee.

School Operations

The Head of School is responsible for the planning, execution and reporting of the goals outlined below.

- *Educational Program*
 - Maintain a healthy, balanced and safe classroom at all levels
 - Maintain the Environment Outdoor teacher position
 - Continue to have periodic mentoring consultations with AMI consultant (every 3 years)
 - Maintain the Head of Pedagogy position to support implementation of AMI recommendations
 - Continue improvement towards AMI Recognition status for all programs

- *Professional development and compensation*
 - Sponsor AMI assistant training to all new hire assistants and for current assistants not yet formally trained.
 - Plan and allocate necessary funds to fulfill sponsorship agreements
 - Increase compensation to align with NYS minimum hourly wage rate schedule

- *Infrastructure, Policies and Communication*
 - Review, revise, publish and formally promote the policies listed below. Each policy shall be reviewed and revised at the end of every school year and published at the beginning of the next school year.
 - Board By-Laws
 - Parent Handbook
 - Employee Handbook
 - Support roll-out and ongoing use of transparent classroom – both as a parent communication platform as well as an administrative tool
 - Ensure that all office tasks and roles are staffed accordingly, including support to website, marketing, IT and database management
 - Ensure HR role is staffed accordingly
 - Implement a system for subs call-ins

- *Building and Facilities*
 - Continuously work with Landlord to maintain and repair facilities
 - Continuously improve the classrooms furniture and materials as recommended by teachers and AMI consultant
 - Enforce cleaning standards agreed to with the Landlord
 - Periodically review the building lease status to ensure the school will continue to have a location (either renewing the current location or moving to a new location) by the end of the current lease in 2022.
 - Provide a break room for staff
 - Provide continuous maintenance of outdoor environment

Finance

The goals listed in this section are intended to ensure financial stability of our school. The Finance Committee is responsible for the planning, execution and reporting of the goals outlined below.

- Maintain clean books
- Provide consistent and transparent reporting
- Provide on-time budget
- Maintain a persistent application of enrollment policy
- Maintain a prudent cash balance
- Commence an investing plan geared towards growing a down payment for the purchase of a school building within 5-10 years.
- Create a Financial Aid Committee by the end of school year 2021/2022, with the committee to craft goals around the objectives of financial aid and how the financial aid will be funded.

Audit

The Audit Committee is responsible for the planning, execution and reporting of the goals outlined below.

- Continue to perform a compilation of MSR financials
- Perform a full audit of MSR financials every 5 years

Fundraising

The Fundraising Committee is responsible for the planning, execution and reporting of the goals outlined below.

- Maintain \$8k per year of community donations

Community Connections

Community is a big element of our school and we want to ensure that our families and students get the best experience possible. The goals defined below are intended to strengthen the link between the school and parents and it is expected that all – Board of Trustees, Head of School, Staff, Parents and Students – actively participate to establish and maintain our connections.

- Provide effective communication between school and parents through use of Transparent Classroom
- Provide increased social opportunities for our children, parents and staff, and alumni
- Strengthen our educational opportunities for parents through Parent Discovery nights
- Increase community awareness of our school
- Continue to provide a welcoming atmosphere for diverse communities
- Establish a tuition assistance program
- Continue to develop alliances with educational institutions
- Promote a culture of volunteerism from parents