

# 2013-2018 Strategic Planning Framework

Prepared by the RMS Strategic Planning Task Force on behalf of the RMS Board of Trustees

## Our Strategic Directions

Our five strategic directions reflect analysis and synthesis of data and information gathered from several sources including the members of our school community and the guidance and recommendations from our 10-year accreditation by the American Montessori Society and the Virginia Association of Independent Schools. These strategic directions are meant to provide guidance and inspiration to our school leadership and community as we make decisions and take action that reflect our vision and values.

As part of the Task Force planning process, the Board of Trustees completed a review of our mission, vision and values. The Board charged the Task Force with setting our broad directions and goals that will be developed, piloted, and implemented over time to reflect the needs, timing, resources, and emerging research in education. Our focus is to nurture and support our students on their path to becoming creative, resilient, caring, ethical, tolerant and intelligent members of the wider world community.

1. Montessori Philosophy in Support of the Whole Child
2. Community
3. Communications
4. Leadership
5. Financial Capacity



### Montessori Philosophy in Support of the Whole Child

#### Student Life

In anticipation of new and renewed spaces, continue to research developmentally appropriate specialty programming for lower elementary through middle school that fits within the Montessori philosophy (including PE, the arts and performing arts) and enhances school community.

Selectively identify and assess opportunities for enhancement programs in after-school clubs, teams, and summer enrichments.

#### Environment

Continue to develop green spaces and improve the Wishing Woods & outdoor learning environments to support our Montessori programs/curriculum.

In anticipation of new/renewed spaces (classroom and amenity), plan programming and activities that support our Montessori curriculum and extracurricular offerings.

Enhance current safety/security features and emergency preparedness for our environment, outdoor and indoor.

#### Technology

Develop a process for annual evaluation and implementation of technology as an integrated resource within the Montessori philosophy/curriculum and based on best practices for independent schools.



### Community

#### Enhance School Community: Expand Peer Groups

Create opportunities, including rituals and structural plans, for students and faculty to work in meaningful ways across levels (and campuses) to enhance our school community and expand peer groups.

#### Support Increased Communication and Ties with RMS Alumni and Parents

Increase data collection of student outcomes, opportunities to share alumni news, and the utilization of school community events as a natural connection to welcome alumni back to campus.

Look into new ways to draw on the strengths and interests of our RMS alums to share their work and experiences with the RMS community.

#### Diversity

Continue to build and nurture a community that values diversity, including diversity of thought, background, culture, and socioeconomic levels, believing that through our differences comes strength.

#### Our Parents

Support for the growth and vitality of the Richmond Montessori Parents Association as a key element for parental involvement in the life of the school, with members that are representative of our school community, welcoming of new families, and ambassadors for the school.



### Communications

#### Enhance Internal Communications

Create a parent development program that supports the understanding of Montessori philosophy by showcasing students and their work with an emphasis on the continuum from Toddler through 8th grade.

Continue to involve alumni as advocates and capture and share their stories.

#### Enhance External Communications

Develop an integrated marketing plan for internal and external communication, with a focus on retention and recruitment.

Continue to promote and build recognition for the school through increased participation in local and national clubs/competitions/events (e.g. robotics, Destination Imagination, Model UN), and through sponsorship of events geared towards the general community.

Evaluate and expand the RMS web presence.



### Leadership

#### Continue to Build Faculty and Staff Leadership

Continue to assess the staffing and expertise needed to provide exceptional student outcomes and continuity while reflecting the composition and values of the community as a whole.

Research and implement a mentoring/professional development model that reflects the needs of novice, seasoned, and non-Montessori-trained faculty and staff.

#### Continue to Build Board Leadership

Provide expanded board development and training to support governance in key areas of responsibility: stewardship of resources, administration - board relationships, long-range planning, and culture of philanthropy within school community.

Seek ways to expand membership and diversity on board of trustees and board committees.

Focus on succession planning for school leadership including Head of School, Board Officers, Administrators, and Faculty.



### Financial Capacity

#### Continue to Build Strong Financial Capacity and Campaigns

Plan financials/campaigns for next steps in campus expansion - Step Two (Gym) and beyond.

Ongoing review and alignment of financial strategies towards specific strategic goals including the creation and expansion of endowed funds to meet such goals.

#### Revenue Generation

Increase non-tuition revenue generation.

Blue items indicate priority actions for 2013-2014, as identified by the Board of Trustees at their April 2013 Board Meeting.

## Members of Ad Hoc Strategic Planning Task Force

Jackie Cohen, Parent  
Michelle Fojtik, Upper El Teacher  
Sarah Frank, Parent  
Susanne Gregory, Head of School  
Joshua Jeyasingh, Trustee  
Christine McDonald, Director of Studies  
Cheryl Miller, Parent

Grainne Murray, Director of Admission and Student Life  
Taryn Prior, Primary Teacher  
Sonali Shetty, Trustee  
Katie Wood, Middle School Faculty Team Lead  
Tom Woodward, Trustee and Task Force Chair  
Alycia Wright, Parent

## Our Values

**Excellence** in academics, leadership, and accreditation  
**Character** in personal empowerment, integrity, accountability  
**Authenticity** in Montessori curriculum, philosophy, method  
**Respect** for self, others, the environment  
**Community** through diversity, dynamic learning, service



**Richmond Montessori School** a world of difference