



# **2020-2024 Strategic Plan**

**Approved by the Board of Directors  
November 20, 2019**

## VISION

All students are actively engaged in learning that has value and consequence beyond the classroom

## MISSION

To inspire students to enjoy and lead their own learning

## GUIDING PRINCIPLES

- We value **experiential learning** and believe that adventure and the unexpected promote personal growth through perseverance, fitness, craftsmanship, imagination, self-discipline, and teamwork; students acquire not only knowledge but deep experience.
- We value the **outdoors** and believe that fostering a curiosity of the natural world encourages a sustainable relationship between people and the environment.
- We value **creativity** and believe that individual and collective growth is sparked by innovative problem-solving.
- We value **high personal and academic expectations**, encourage accountability, and empower students and staff to follow their own interests and passions.
- We value **a sense of belonging and purpose** within a community that honors multiple perspectives, fosters mutual trust, and ensures emotional and physical safety.

## STRATEGIC DIRECTIONS

- Develop Sustainable Funding** – Grow student tuition revenue and explore additional supplemental fundraising
- Upgrade Facilities and Transportation** – Ensure that our facilities and transport meet both our short and long-term needs
- Maintain High Quality Staff** – Ensure that teachers and support staff are highly qualified and effective
- Grow and Expand Excellent Programming** – Ensure that teaching methods and program offerings meet the needs of both students and teachers and are up to date with our guiding principles.
- Improve Communications and Engagement** – Improve communication and transparency for optimum understanding and involvement for families and staff

## STRATEGIC DIRECTIONS, GOALS, and OBJECTIVES

<b>A. DEVELOP SUSTAINABLE FUNDING – Grow student tuition revenue and explore additional supplemental fundraising</b>	<b>Who Leads</b>	<b>By When</b>	<b>Status</b>	<b>Investment Needed over 2018-19 baseline</b>
<b>Key indicators of success</b> <ul style="list-style-type: none"> <li>● An Increasing annual operating surplus to fund additional capital or programming expenses</li> <li>● Minimum 98% ADM as compared to stated full enrollment capacity</li> <li>● \$xx,xxx additional fundraising/year</li> </ul>				
<b>Goal 1: Grow enrollment steadily over time</b>	DIR, CFO	Fall 2021		
Objective 1a: Fully confirm the feasibility of offering two smaller classrooms for each grade	CFO	Jan 2021		
Objective 1b: Starting with kindergarten add 2 classes/grade of 19 students max instead of current one class/grade of 22 students max – expanding 1 grade/year for 9 years	DIR	Fall 2021		
Objective 1c: Determine a recruitment plan to fill in the additional enrollment spots	DIR	Jan 2021		
<b>Goal 2: Retain existing students to maintain full class sizes through the upper grades</b>	CFO, DIR	ongoing		
Objective 2a: Dedicated PR/marketing to fill in empty slots in upper grades and strengthen waitlists for 2020-21 school year	CFO, DIR	Jan 2020		
Objective 2b: Conduct exit interviews for outgoing families to gather useful information on how to improve	DIR	May 2020		
Objective 2c: Host family events, - within a particular class, or within grade blocks, that allow for deeper interaction and nurturing community -- and include an annual parent and student satisfaction survey	DIR	ongoing		
<b>Goal 3: Develop an annual fundraising plan for non-operating revenue</b>	CFO	2022		
Objective 3a: Coordinate the various fundraising efforts (consider merging PEP and Plant a Seed)	CFO	2020		

Objective 3b: Recruit a more diverse group of donors outside of the school community	CFO	2021		
Objective 3d: Establish a consistent source of funds for out-of-classroom experiences.	PEP, DIR	2020		

<b>B. UPGRADE FACILITIES AND TRANSPORT – Ensure that our facilities and transport meet both our short and long-term needs to achieve the outlined growth in the strategic plan</b>	<b>Who Leads</b>	<b>By When</b>	<b>Status</b>	<b>Investment Needed over 2018-19 baseline</b>
<b>Key indicators of success</b> <ul style="list-style-type: none"> <li>● Long-term facility master plan</li> <li>● Upgraded and expanded site and facility</li> <li>● Reliable bus transportation</li> </ul>				
Goal 1: Develop a long-term facility master plan for future growth, with needs for the next 15 years projected	CFO	2021		
Objective 1a: Have a Facility Committee review survey feedback from staff, board, parents to prioritize desired upgrades over time and establish goals of the campus facility plan	CFO	April 2020		
Objective 1b: Contract with an architect or facility planner to determine cost, building types, phasing/timeframes, interim plans, and other parameters	CFO	April 2020		
Objective 1c: Determine how to fund the plan - including whether a capital campaign is needed above the projected increased tuition revenue	CFO	Oct 2020		
Goal 2: Address immediate space and facility needs	CFO	ongoing		
Objective 2a: Assess and act on cost-effective shorter-term maintenance needs of current structures and vehicles	CFO	ongoing		
Objective 2b: Determine an interim plan for whether and when to repair and/or replace the existing aging classroom trailers	CFO	2021		
Goal 3: Ensure reliable transportation	CFO	ongoing		
Objective 3a: Purchase additional van for field trips	CFO			
Objective 3b: Purchase at least one replacement bus	CFO			

<b>C. MAINTAIN HIGH QUALITY STAFF – Ensure that teachers and support staff are highly qualified and effective</b>	<b>Who Leads</b>	<b>By When</b>	<b>Status</b>	<b>Investment Needed over 2018-19 baseline</b>
<b>Key indicators of success</b> <ul style="list-style-type: none"> <li>● Xx% staff retention rate</li> <li>● Positive parent feedback regarding teachers &amp; quality of classroom experience</li> </ul>				
Goal 1: Ensure that teachers and support staff have the professional development to maintain excellence in the classroom	DIR	ongoing		
Objective 1a: Support and improve staff classroom management skills	DIR	ongoing		
Objective 1b: Implement built-in staff training days that highlight the guiding principles	DIR	2020		
Objective 1c: Ensure teaching assistants are qualified and trained to work with students	DIR	ongoing		
Objective 1d: Implement team-building/outdoor experiences for staff	DIR	ongoing		
Goal 2: Retain existing staff & plan for future staff needs	DIR	ongoing		
Objective 2a: Ensure yearly staff evaluations, opportunities for growth and improvement, and milestones in professional development to strengthen staff accountability	DIR	2020		
Objective 2b: Conduct parent surveys about staff effectiveness partway through each year	DIR	2020		
Objective 2b: Recruit substitutes	DIR	ongoing		
Objective 2c: Conduct exit interviews of staff	DIR	May 2020		

<b>D. GROW AND EXPAND EXCELLENT PROGRAMMING – Ensure that teaching methods and program offerings meet the needs of students and are up to date with guiding principles</b>	<b>Who Leads*</b>	<b>By When</b>	<b>Status</b>	<b>Investment Needed over 2018-19 baseline</b>
<b>Key indicators of success</b> • •				
Goal 1: Strengthen the middle school	DIR	May 2020		
Objective 1a: Evaluate current restructure after one school year	DIR	May 2020		
Objective 1b: Research reasons for enrollment decline; clear promotion plan for middle school blog, Instagram	DIR	May 2020		
Goal 2: Continue to improve and amplify experiential learning opportunities and out-of-classroom experiences	DIR	ongoing		
Objective 2a: Coordinate field trips among staff that are aligned with the curriculum	DIR	ongoing		
Objective 2b: Ensure a minimum amount of adventure education -	DIR	ongoing		
Objective 2c: Create student leadership opportunities to give outlet for students’ having a voice	DIR	ongoing		
Objective 2d: Fully develop the potential of Regional Study	DIR	ongoing		
Goal 3: Determine programming expansion plan (eg, art, music, language, etc)	DIR	May 2020		
Objective 3a: Evaluate highest demand and cost feasibility	DIR	May 2020		

E. IMPROVE COMMUNICATIONS AND ENGAGEMENT – Improve communication and transparency for optimum understanding and involvement for families and staff	Who Leads	By When	Status	Investment Needed over 2018-19 baseline
<b>Key indicators of success</b> <ul style="list-style-type: none"> <li>● Parent feedback on communication is very positive</li> <li>● Community feedback about the sense of community at the school is very positive</li> </ul>				
Goal 1: Develop a consistent platform for communication about individual students, classes, or the entire school between teachers, staff, and parents	DIR	2020		
Objective 1a: Develop a regular communication schedule from teachers to parents				
Objective 1b: Use plain (non-jargon) language in communications				
Goal 2: Improve the website & e-newsletters	DIR	2021		
Objective 2a: Overhaul the website and keep it updated				
Objective 2b: Utilize website/platform as one stop shop for updates, class syllabus, assignments, class calendar, field trip notices and forms, pizza forms, etc.				
Objective 2c: Improve e-newsletter reach				
Goal 3: Solicit regular feedback from parents and staff	DIR	2020		
Objective 3a: Praise – Question - Suggestion on e-newsletter		ongoing		
Objective 3b: volunteer opportunities				
Goal 4: Develop written policies and procedures for staff and students	DIR	2020		
Objective 4a: Publicize grievance policy as avenue for feedback/conflict resolution				
Objective 4b: Revise Parent Handbook to reflect current reality				
Goal 5: Actively nurture the school community, through school-wide events, outdoor opportunities and shared experiences	DIR	ongoing		



Objective 5a: Strengthen ways to welcome and incorporate new parents – (e.g., new parent orientation for families joining after kindergarten, buddy system, utilize room parent)				
Objective 5b: Develop a way to utilize the community’s skillsets to more easily volunteer to help the school and that highlight individual strengths				
Goal 6: Review Strategic Plan progress annually	BC, DIR	ongoing		
Objective 6a: Maintain a dashboard of key indicators and present results quarterly to the board	DIR	ongoing		

BC – Board Chair

CFO – Chief Financial Officer

DIR – Director

PEP - Parent Committee

\* “Who Leads” refers to who is responsible for shepherding that task, not necessarily that they will do all the work for that particular goal/objective. It is who we can ask for progress updates.