

**WVMS Board Of Trustees Strategic Plan 2013-2018**  
**Approved 9/23/14**

	<b>Action Items</b>	<b>Responsible Person/Entity</b>
<b>Year 1</b>	Implement specific recruiting goals at each level (Toddler, Primary, Lower El, and Upper El)	HOS, Admissions Director
<b>(2013-14)</b>	Assess all attrition levels between and within each programatic level to establish goal retention rates for Years 2 and 3	HOS, Admissions Director
	Increase enrollment by a net gain of 5% from 2013-14 to 2014-15 and add 10 Toddlers to Second Toddler Room (136 Total Students in 2014-15)	HOS, Admissions Director
	Re-evaluate website, social media and overall marketing regularly with PR Firm to ensure our message is current and appropriate	HOS, Admissions Director
	Expand Open House program to market school by offering multiple dates and times, evaluate the need for Open Houses in off-campus locations	HOS, Admissions Director
	Create a parent development program that supports the understanding of Montessori philosophy with an emphasis on the continuum from Toddler to Upper El	HOS, Admissions Director
	Complete Middle States and American Montessori Society Accreditation Self-Study	HOS, Curriculum Committee
	Research additional potential collaborative programs with local colleges/schools to enhance academic programming	HOS, Curriculum Committee
	Strengthen culture of philanthropy across the school community	HOS, Development Committee
	Complete facility audit and develop a facility plan regarding renovation vs. relocation vs. construction	Building and Grounds Committee
	Maintain strategic Trustee selection process for strategic board development with expertise in all areas of school oversight	Board of Trustees, Committee on Trustees
	Update and amend five-year strategic financial plan	Finance Committee
	Assess compensation and benefits packages to identify and determine benchmark salary targets	Finance Committee
	Examine tuition and fees. Re-evaluate tuition survey numbers to ensure appropriate pricing of our tuition	Finance Committee
	Research additional potential collaborative programs with the Intermediate Unit to enhance professional development programming	HOS

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<b>Year 2</b>	Achieve goal retention rate established by Year 1 attrition study	HOS, Admissions Director
<b>(2014-15)</b>	Add second toddler classroom	HOS, Admissions Director
	Increase enrollment by a net gain of 5% from 2014-15 to 2015-16 (131 Total Students in 2015-16)	HOS, Admissions Director
	Work with area business and university human resource departments to ensure they have up-to-date materials about WVMS	HOS, Admissions Director
	Establish and maintain relationships with area realtors, relocation firms, hospital recruiters so that they have admission packets on-hand for WVMS	HOS, Admissions Director
	Develop "Montessori Moment" communication to educate community about philosophy, the Montessori journey and approach to learning	HOS, Admissions Director
	Complete Middle States and American Montessori Society Accreditation processes	HOS, Curriculum Committee
	Maintain strategic Trustee selection process for strategic board development with expertise in all areas of school oversight	Board of Trustees, Committee on Trustees
	Begin implementation of facility upgrades	Building and Grounds Committee
	Create a three-year facility plan based upon facility audit to begin in 2015-16	HOS, Building and Grounds Committee
	Develop a three-year facility maintenance program that anticipates the life cycle of all facilities, systems, furnishings, and equipment	Building and Grounds and Finance Committees
	Attain financial and operational goals outlined in Year 1 five-year financial strategic plan (make adjustments as needed for enrollment shortfall from Year 1)	Finance Committee
	Examine tuition and fees. Re-evaluate tuition survey numbers to ensure appropriate pricing of our tuition	Finance Committee
	Encourage faculty development through free AMS webinars and aid faculty in staying current on Montessori research	HOS

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<b>Year 3</b>	Achieve goal retention rate established by Year 1 attrition study	HOS, Admissions Director
<b>(2015-16)</b>	Increase enrollment by a net gain of 5% from 2015-16 to 2016-17 (137 Total Students in 2016-17)	HOS, Admissions Director
	Evaluate and assess the future of Upper Elementary program (enrollment and staffing)	HOS, Board of Trustees
	Begin integration of Middle States and American Montessori Society Accreditation recommendations	HOS, Curriculum Committee
	Increase use of appropriate technology that advances Montessori pedagogy so that students are truly prepared for the 21st century	HOS, Curriculum Committee
	Publish to parents and families school-wide curriculum that fully integrates Montessori concepts and practices	HOS, Curriculum Committee
	Add Development position	HOS, Finance Committee
	Develop a plan for long-range cultivation of potential major donors	HOS, Director of Development and Development Committee
	Maintain strategic Trustee selection process for strategic board development with expertise in all areas of school oversight	Board of Trustees, Committee on Trustees
	Continue implementation of Year 1 facility plan	Building and Grounds Committee
	Attain financial and operational goals outlined in Year 1 five-year financial strategic plan	Finance Committee
	Examine tuition and fees. Re-evaluate tuition survey numbers to ensure appropriate pricing of our tuition	Finance Committee
<b>Year 4</b>	Achieve goal retention rate established by Year 1 attrition study	HOS, Admissions Director
<b>(2016-17)</b>	Increase enrollment by a net gain of 5% from 2016-17 to 2017-18 (144 Total Students in 2017-18)	HOS, Admissions Director
	Attain financial and operational goals outlined in Year 1 five-year financial strategic plan	Finance Committee
	Examine tuition and fees. Re-evaluate tuition survey numbers to ensure appropriate pricing of our tuition	Finance Committee

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	Examine possibilities of a Capital Campaign to attain building and grounds initiatives and/or endowment	Board of Trustees, Development Director
	Expand and assess Annual Campaign program (5% increase)	Development Director
	Review and Amend Organization By-Laws	
	Assess compensation and benefits packages to reset benchmark salary targets	Finance Committee
	Continue integration of Middle States and American Montessori Society Accreditation recommendations	HOS, Curriculum Committee
<b>Year 5</b>	Achieve goal retention rate established by Year 1 attrition study	HOS, Admissions Director
<b>(2017-18)</b>	Increase enrollment by a net gain of 5% from 2017-18 to 2018-19 (151 Total Students in 2018-19, maximum enrollment)	HOS, Admissions Director
	Expand Annual Campaign program (5% increase)	Development Director
	Create new five-year strategic plan and review the Mission Statement of WVMS as per by-laws	Board of Trustees
	Create new five-year strategic financial plan	Finance Committee
	Create new facility and maintenance strategic plan	Building and Grounds
	Continue integration of Middle States and American Montessori Society Accreditation recommendations	HOS, Curriculum Committee