



Comprehensive Strategic Plan

2017 – 2022

Initially adopted by the Board of Trustees on
July 29, 2017

The Strategic Plan was developed through surveys and focus groups with parents, teachers, administrators, and board members between July 2015 – July 2017.

MISSION

As members of a community of children, parents and staff, rooted in the Montessori philosophy, our students will develop into self-motivated, self-disciplined, active, independent learners possessing positive values to last a lifetime.

VISION

Education for Life

HISTORY

Strategic Planning is not new to Central Montessori Academy (CMA). Previous strategic planning efforts involved major initiatives such as incorporating as “The Children’s Way” in 1979; appointing a Principal for the first time (1996); moving the school to our current 5-acre Springdale Road campus (1999); constructing new classroom buildings to expand and modernize the facility (2005); and creating a Natural Playground and Outdoor Learning Environment (2011).

Currently our primary focus has been on staffing and enrollment, having explored a 7th/8th grade program and now researching a toddler program expansion; reworking the staffing in preprimary and lower elementary; performing a year-long study on updating and future development of our school facilities; developing a financial aid plan; and looking into a development position or committee; with the aim of these goals being growth and sustainability of Central Montessori Academy.



FOCUS AREA: ENROLLMENT & STAFFING

Goal #1 - Increase enrollment to a target of 162 students, broken out as follows:

Program	Age Level	Amount of Students
Toddler Program		
Toddlers (full & part time options to start)	18 month – 3 years	14 students (max)
Early Childhood Programs		
Pre-Primary	3 years – 6 years	48 students (max)
Elementary Programs		
Lower Elementary	6 years – 9 years (1-3 grade)	44 students (max)
Upper Elementary	9 years – 12 years (4- 6 grade)	32 students (max)
Adolescent Program	12 years – 14 years (7-8 grade)	24 students (max)
Total in the program	18 months – 12 years	162 (total students)

*In order to have an adolescent program we would need additional classroom and office space.

Strategies

1. Implement a Toddler Program as a feeder program for the Early Childhood Program.
2. Evaluate and implement key-differentiator programs that will increase the enrollment in Early Childhood programs at the pre-school age.
3. Work on the retention of preschool age children to kindergarten and help them understand the benefits of Montessori as a three year cycle.
4. Evaluate at Lower Elementary what would be needed to increase classroom size to 22 students per room survey parents to find out if that size class would still fall under the range as “small class size?”

Goal #2 – Retain, develop, reward, and attract highly talented educators & support staff in order to continue to provide CMA’s children with the superior quality instruction that our families have come to expect.

Strategies

1. Ensure compensation models reflect the increased time, energy, and financial investment that faculty and support staff members with specialized certificates and advanced degrees have incurred in order to better serve CMA.



FOCUS AREA: GOVERNANCE/LEADERSHIP, FINANCE MODELS

Goal #1 - Increase overall CMA stewardship by improving leadership, understanding, and governance processes and procedures

Strategies

1. Ensure there is clear understanding, ownership and processes for the periodic review and update of key governing documents, including CMA's Business Policies, Personnel Policies, Bylaws, etc.
 - a. Review and update key governing documents in partnership with the Head of School, Business Manager, Legal resources, the Board and others as appropriate
 - b. Identify owners and clarify expectations for the process management and periodic update of key documents
 - c. Onboard new Trustees and Advisors to the Board by leveraging key governing documents and materials
2. Make an initial recommendation to the Vice President and the Nominating Committee for consideration that proposes procedures for succession planning to build leadership and replace key skills sets via Trustee, Advisor and Committeeperson recruitment.
3. As needed, interpret key documents, advise on governance related matters and recommend considerations and changes

Goal #2 – Implement a tuition assistance program for needs-based financial aid.

Strategies

1. Establish clear guidelines to be shared with the CMA community about ways to apply for financial aid.
2. Evaluate challenges and change policies as necessary to create a systematic approach to tuition assistance.

Goal #3 – Reduce CMA's dependency on Tuition Revenue to 90% of operating budget.

Strategies

1. Board to take primary responsibility for soliciting major gifts and maintaining ongoing donor relations
2. Increase Contributed Support to a target of at least 8% of operating revenue.



Central Montessori Academy™

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FOCUS AREA: GOVERNANCE/LEADERSHIP, FINANCE MODELS

Goal #4 – Establish a Development Committee

Strategies:

1. Develop Committee roles, tasks, and members (committee composition)
2. Review/create fundraising policies
3. Set fundraising goals and assess progress made towards meeting these goals
4. Establish means of communications with alumni
 - a. Create an alumni database with names, addresses, e-mails
 - b. assign member(s) tasks that include locating alumni as they age into adults
 - c. Develop ways to connect with Alumni on the Facebook page
5. Locate business sponsors to provide support for events, fundraisers, financial aid or a particular need
6. Research options for applying for grants
 - a. Reach out to people in our community who may have experience with grant writing
 - b. Examine the cost in hiring a grant writer
 - c. Research different grants that would match our school well
7. Hire a development director to support the administration team in raising money.
8. Coordinate and run Annual Fund, Cheers to Spring, Walk-a-Thon, and/or Scholastic book fair
9. Look into previous fundraisers held at CMA, analyze current fundraisers, and research new ideas for fundraising

FOCUS AREA: MARKETING & AWARENESS

Goal #1 – Continue to refine and execute CMA’s existing direct marketing strategy.

Strategies

1. Update and maintain comprehensive market research database- inquiries, current family demographic information, track inquiry- to- enrollment metrics.
2. Establish and maintain competitor analysis & market trends database.
3. Conduct exit interviews with all families who leave CMA- What school will child attend next? Reason for leaving CMA? What did they like about CMA? What did they not like/ what would be improved?
4. Increase advertising in strategic publications within CMA’s target market.
5. Produce general CMA Promotional Video (2-3 minutes) Publish to website, Facebook page, YouTube Channel.
6. Review the content on CMA’s online presence (website, Facebook page) and develop strategies to utilize the sites for marketing purposes.
7. Encourage current families to “like” CMA page.
8. Encourage current family gatherings and fundraisers such as Cheers to Spring by making direct contact with families.
9. Survey to all families seeking feedback on CMA experience.
10. Connect a “buddy family” to new families by answering any questions about the school and be a resource if they need one.

Goal #2 – Enhance public awareness campaign.

Strategies

1. Write and distribute press releases about events, student achievements, grants, etc.
2. Continue NPR radio ads at key times.
3. Create print ads in community papers advertising open houses
4. Create a tagline
5. Cincinnati Family online listing for preschool and private school
6. School review web page
7. Educational directories
8. Follow- up marketing plan after open house
9. Prospective Family referral letters- current families to provide names of possible families that may be interested in CMA.



FACILITIES STRATEGIC PLAN

Goal #1 – Perform analysis of how existing or new facilities/property assets reflect and support CMA’s culture, purpose and core values.

- Perform an in-depth analysis of existing facilities/assets including:
 - *Purpose*
 - *Location*
 - *Capability*
 - *Utilization*
 - *Condition*
- Convey analysis results and potential options to CMA Community (board, staff, and/or families) for feedback, striving for mutual understanding and support.

Goal #2 – Develop an achievable and affordable plan that translates the goals of CMA’s educational and business plans into an appropriate facility response.

- Establish value (cost and risk) of response
 - Understand response’s worth to CMA’s overall strategy to properly allocate resources and prioritize activities
 - Risk parameter based on necessity of response (i.e. critical/emergency vs. low priority)