

Williamsburg Montessori School

Strategic Plan 2023-2028

Summary

Key Outcomes and Strategies:

- Improve, enhance and prioritize Toddler and Children's House programs to attract and retain students and families

- Focus on providing resources for teachers to retain quality professionals:
 - o Sustain Montessori professional development
 - o Sustain equipping classrooms with exceptional tools and equipment
 - o Sustain foreign language enrichment
 - o Sustain summer and after-school programs
 - o Assess programs to assist children with learning differences

- Add staff and administrative infrastructure to manage daily operations, enrollment and fundraising

- Prepare to evolve into a unified campus

- Develop a fundraising infrastructure to enable a successful capital campaign to support a revitalization or expansion of facilities

- Develop branding, enrollment marketing and fundraising plans to increase name recognition and generate additional revenues to fund strategic initiatives

- Improve governance through more formalized oversight process, and set conditions for improved staffing and teacher hires and strategic plan assessment

Objectives:

Objective 1 - Increase and strengthen the awareness of WMS specifically and Montessori Education generally in the greater Williamsburg community and among parents, donors and alumni (4 Tasks)

Objective 2 - Improve facilities that support current and future space, programmatic and administrative needs, including preparation of school to move to a unified campus (8 Tasks)

Objective 3 - Sustain WMS’ commitment to child-centered education by enhancing the academic programs at all levels, attracting and retaining quality Montessorian teachers, and utilizing local opportunities and resources (11 Tasks)

Objective 4 - Increase fundraising and development efforts to provide additional School Program resources and successfully conduct a robust Annual Fund and effective Capital Campaign (4 Tasks)

Objective 5 - Ensure that the School has highly effective governance, management and financial structures that enhance the long-term sustainability of the School and enable successful attainment of the School’s Vision and Strategic Plan (7 Tasks)

Financial Plan (\$ thousands):

Operations:	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>
Revenues	1,671	1,838	1,947	2,047	2,097	2,194
Expenses	1,875	1,966	2,018	2,071	2,126	2,182
Net	(204)	(128)	(71)	(24)	(29)	12
Annual Fund	132	514	499	529	556	623
Capital Fund	118	24	31	38	45	53
Development Fund	51	(14)	5	26	48	70

Priorities for 2024:

Objective 1

1.1 - Develop a Marketing and Branding Plan

1.2 - Develop a Communication Plan to improve community awareness

Objective 2

2.1 - Develop a facility improvement plan to refurbish and improve current spaces

2.7 - Identify a single campus location that can accommodate appropriate programs, administrative space and other special facilities requirements

Objective 3

3.1 - Maintain salaries for WMS teachers consistent with comparable AMS salary survey medians

3.2 - Conduct community survey and program assessment to ensure Montessori methodology is supported for current and future years from a space, material and developmental perspective

Objective 4

4.1 - Update fundraising and development strategy and plan

4.2 - Assess community volunteerism with a survey and implement a manageable volunteerism plan

Objective 5

5.1 - Develop a long-range Financial Plan with strategies and techniques to increase financial reserves to an acceptable level and consider future growth

5.2 - Review Board structure of governance, committees, training and volunteerism