

CATHEDRAL HILL MONTESSORI SCHOOL

STRATEGIC PLAN

FY2020-2030

This Strategic Plan is developed by the Board of Directors of Cathedral Hill Montessori School to guide short- and long-term planning for the school. This Strategic Plan is not intended to govern or control decisions of the Board, but rather is intended to provide a roadmap for furtherance of the mission of the school. It is understood that the goals and objectives, and the corresponding strategic actions for achieving those goals and objectives, will change over time with the changing circumstances of CHMS. At a minimum, the Board plans to review and revise this Strategic Plan annually as part of the budget development process, and to review this Strategic Plan in connection with the evaluation of the school's financials following the end of a fiscal year.

MISSION STATEMENT

Our mission is to provide a safe, beautiful and authentic Montessori learning environment; to serve an inclusive community of multicultural and economically diverse families; and to support children in becoming confident, independent, and compassionate members of society.

GOALS

CHMS has identified the following goals to facilitate the mission of the school. These goals are conceptual in nature, and are designed to establish a framework for specific actions.

- **Learning Environment:** It is the goal of CHMS to continue to improve the quality of the learning environment by creating equitable, inclusive programming and a physical space that is safe and welcoming to all. Additionally, we aim to expand the definition of the learning environment to encompass all spaces where children live, work and play.
- **Community:** It is the goal of CHMS to prepare children to be part of a global community by modeling service and partnership with our families, neighborhood and larger community.
- **Financial Stability:** A balanced budget is essential to the long-term sustainability of the school and its mission. It is the goal of CHMS to continue to improve the financial stability of the school to ensure accessibility and quality.
- **Exceptional Staff:** The quality of the learning environment is dramatically impacted by the quality of staff. It is the goal of CHMS to offer staff compensation, benefits, and other opportunities that incentivize long-term commitments to the school.

STRATEGIC ACTIONS

This section sets forth specific actions corresponding to each of the identified goals and objectives, and the timeframe targeted for implementing and/or achieving those actions. The following timeframes:

Near-Term: actions that are to be targeted for implementation in fiscal years beginning in 2020 through 2022.

Long Term: actions that do not have a timetable for implementation, but which are identified as desired and will be implemented as circumstances permit.

Learning Environment:

<i>Timeframe</i>	<i>Strategic Actions</i>
<i>Near-Term</i>	<ul style="list-style-type: none"> • Supply each classroom with the equipment and supplies commensurate with the Montessori philosophy, including literature and curriculum that reflect a diverse community and a commitment to Anti-Bias Education • Support improvements to school environment (including entryways and outdoor spaces) to ensure that it is safe, beautiful, and welcoming to all • Identify community organizations and build partnerships to holistically support families (such as transportation needs, food security, and physical and mental health support) • Support school administration and staff in creating opportunities to bridge home and school • Identify the best options for possible school expansion by exploring new locations and/or terms for lease renewal at current location • Promote kindergarten enrollment retention by continuing partnerships with local elementary Montessori school options and creating an intentional multi-year plan to communicate that with current families
<i>Long- Term</i>	<ul style="list-style-type: none"> • Expand the school’s capacity to one additional toddler community and two additional children’s houses to accommodate increasing diverse enrollment goals

Community:

<i>Timeframe</i>	<i>Strategic Actions</i>
<i>Near-Term</i>	<ul style="list-style-type: none">• Partner with neighborhood organizations to collaborate on community events such as Rondo Days and other neighborhood festivals• Recruit board members, families and children so that we have an accurate representation of the socio-economic and cultural diversity of the neighborhood we serve• Offer a free parent-infant class seasonally that serves the community• Improve communication regarding fundraising to relatives of CHMS families, alumni, and the neighborhood.• Improve parent participation in school committees.• Establish additional community/foundation/corporate partnerships in order to increase contributed income.
<i>Long-Term</i>	<ul style="list-style-type: none">• Offer a summer camp for elementary-age children• Become a leader within the broader Montessori school community in the Twin Cities in regards to modeling an integrated and equitable community• Become a consistent partner for other community organizations to support their work in serving our community (ie. offering childcare or child activities at events)

Financial Stability:

<i>Timeframe</i>	<i>Strategic Actions</i>
<i>Near-Term</i>	<ul style="list-style-type: none">• Identify additional financial opportunities to facilitate greater socio-economic enrollment diversity such as grants and scholarships• Build up contingency funds adequate to 3 months operating costs to cover unforeseen circumstances.• Identify the most equitable and accessible tuition model to support the diverse socio-economic needs of the community• Create a sustainable need-based financial aid budget to accommodate qualifying families applying for re-enrollment or new enrollment• Reduce the school’s existing short- and long-term debt obligations
<i>Long-Term</i>	<ul style="list-style-type: none">• Eliminate existing long-term debt obligations.• Increase Contributed Income participation rates and as a percentage of revenue to 5% through fundraising and grant seeking• Increase the budget contingency to 6 months operating costs to cover unforeseen circumstances.• Establish an endowment to support school programming and tuition assistance programs.

Exceptional Staff:

<i>Timeframe</i>	<i>Strategic Actions</i>
<i>Near-Term</i>	<ul style="list-style-type: none"> • Offer Montessori Primary teacher training sponsorships to staff who have demonstrated a commitment to CHMS to cultivate and maintain a high staff retention rate • Recruit and hire members of local community to increase cultural diversity of staff so the children are reflected by staff • Offer staff opportunities for professional development, such as sponsoring professional memberships, funding attendance of conferences, and encouraging staff to obtain additional qualifications. • Make Diversity/Equity/Inclusion (DIE), Anti-Bias Education (ABE) and Trauma-Informed Care central themes in professional development • Improve staff compensation and benefits: <ul style="list-style-type: none"> ○ Increases in salaries/wages; ○ Reduce the burden of health insurance premiums to staff; ○ Expand insurance coverage options; ○ Establish a simple IRA retirement plan ○ Offer optional summers or extended summer vacations to faculty
<i>Long-Term</i>	<ul style="list-style-type: none"> • Offer a matching contribution to the staff retirement plan. • Establish a long-term plan for increases to staff compensation based on qualifications, experience, and years of service. • Hire at least 1 part-time development and 1 part-time social worker • Offer paid maternity/paternity leave to staff (based on a minimum years of employment) and/or establish short-term disability benefits for staff