



Strategic Plan

2021 - 2026

Our Mission

The Mission of the California Montessori Project is to offer a quality, tuition-free Montessori Education that challenges our students to reach their full potential.

Our Vision

The Vision of the California Montessori Project is to provide a Montessori education that supports the intellectual, social and emotional development of every child.

This will be achieved by:

- Promoting independence
- Teaching respect for oneself and others
- Building confidence
- Creating a sense of social responsibility, and
- Empowering every student to be a global citizen.



Our Values

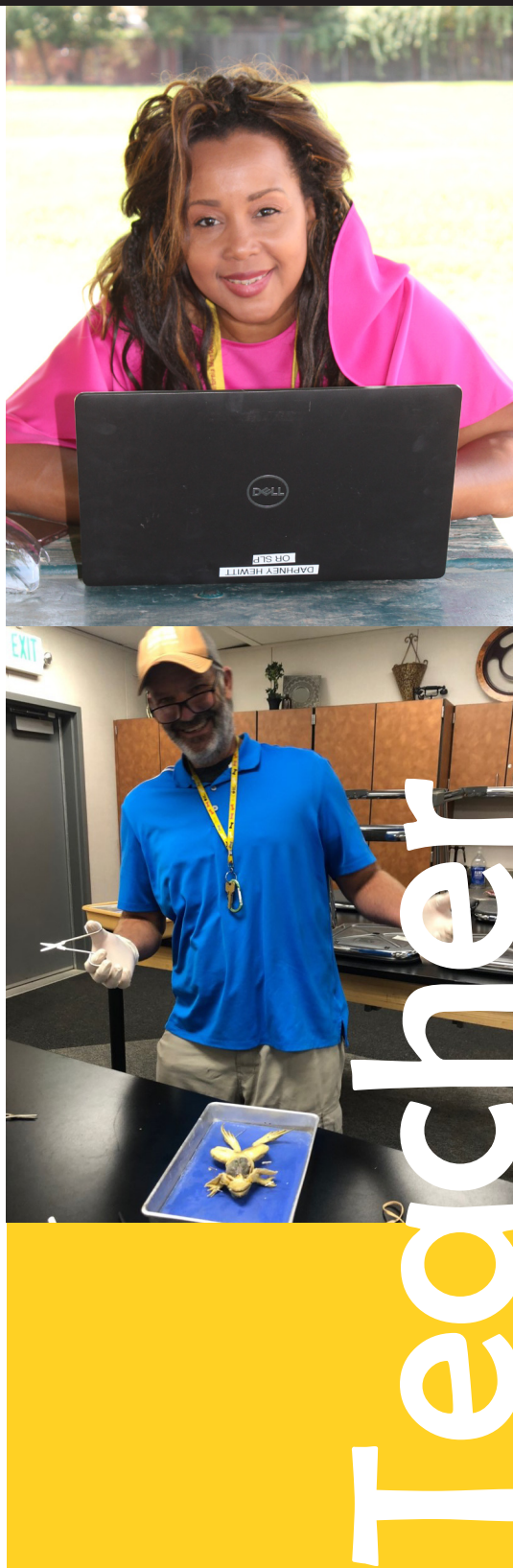
Internationally high academic standards and expectations of achievement, with emphasis on core subjects, are maintained through adherence to these values:

- Small total school populations and low student/teacher ratios
- Creative, passionate, progressive teachers who are committed to Montessori philosophy
- Responsibility, accountability, and freedom for individual student progress within the academic framework
- Challenges to develop critical reasoning, openness to encourage creativity, and opportunities to facilitate service
- High, unwavering standards of conduct, emphasizing respect for self and others, honesty, responsibility, and courtesy
- Emphasis on collaboration, peer governance, problem-solving, and goal-setting according to developmental readiness
- High parental involvement & collaboration in education and governance



Three Pillars

of the Montessori Method



Operational Commitment to Excellence

Environmental

GOAL

1

All students will have access to a high quality, 21st Century Montessori Education that is California State Standards aligned.

Strategies to Achieve

- Ensure all classrooms have a full complement of Montessori Materials and that Special Education classrooms and Learning Centers have access to Montessori materials for student use.
- Adopt California standards aligned curriculum for English/Language Arts and Math (including curriculum for students in need of intervention and remediation), and Next Generation Science Standards curriculum for science which will be in alignment with the core Montessori curriculum.
- Adopt an aligned scope and sequence across all grade levels and develop a rigorous Student Work Plan exemplar.
- Maintain accreditation through American Montessori Society (AMS) and Western Association of Schools and Colleges (WASC).
- Continue to offer all students access to evidence based, personalized digital learning opportunities that follow the unique needs of the student.
- Provide a Social Emotional Learning Curriculum to all students.

2

All students and staff will have access to a safe, fully functioning, adequate space for learning and working.

Strategies to Achieve

- Focus on campus safety by ensuring each campus is housed in an enclosed facility; by researching and implementing best practices in regards to security camera installations on school grounds, focusing on the main entry points; by continuing to maintain safety committees at each campus and inviting local law enforcement and safety agencies to participate in the annual update of the safety plan.
- Maintain a low student to teacher ratio. Commit to maintaining a Credentialed, Montessori Trained teacher as well as a trained Teaching Assistant in every classroom, lowering the overall student to adult ratio. Provide all Teaching Assistants opportunities to become Montessori trained.
- Based on school optimal Kindergarten enrollment, there will be proper facilities to account for the student's full TK/K-8 continuum and each CMP campus will have adequate, dedicated space to run enrichment, Special Education testing, IEP testing and counseling programs.
- Consult with staff to address proper seating and ergonomic screens to ensure a working environment that is designed for efficiency and comfort.



3

All students will have access to enrichment programs, during the school day and outside of traditional school hours (i.e. sports, academics, visual and performing arts, and STEM).

Strategies to Achieve

- Continue to offer after-school, multi-sport opportunities.
- Continue to ensure all students have access to a well-rounded education during the traditional school day, including physical education and engaging, standards-aligned field trips.

Strategies to Achieve

- Offer an articulated, rotating and universal visual and performing arts enrichment menu of options, broken out by grade level.
- Students tested on the California Department of Education Physical Fitness Test will increase their proficiency level.



Student

GOALS

1

CMP will see an annual increase in student climate and culture satisfaction.

Strategies to Achieve

- Update the Response to Intervention process to incorporate Social Emotional Learning.
- Continue with the full implementation of Multi-Tiered Systems of Support and Positive Behavioral Interventions and Supports training program, including standard processes and incentives at all campuses by 2025.
- Annual reduction in the numbers of students chronically absent.
- Annual reduction in the numbers of students suspended. Clearly define and train staff on restorative practices as alternatives to suspensions.
- Research and expand best practices for student leadership opportunities in all grade levels.

2

CMP will see an annual improvement in Math performance on CMP and state assessments.

Strategies to Achieve

- Utilize a Response to Intervention process for students not proficient in math that builds upon and utilizes an individualized math support.
- Hire Math Intervention Teachers and develop additional math support staff to support math interventions at all campuses.
- Provide math enrichment and/or tutoring opportunities before and/or after school.
- CMP students will have opportunities to practice CAASPP testing and CAASPP like questions via interim testing prior to the summative test and will have opportunities to become familiar with any testing accommodations prior to the summative test.



3

CMP will see an annual improvement in English Language Arts performance on CMP and state assessments.

Strategies to Achieve

- Utilize a Response to Intervention process for students not proficient in English Language Arts that builds upon and utilizes an individualized English Language Arts support plan.
- Maintain English Language Arts Intervention Teachers and develop additional reading and writing support staff to support interventions at all campuses.
- Enhance English Language Arts enrichment and/or tutoring opportunities before and/or after school.
- CMP students will have opportunities to practice CAASPP testing and CAASPP like questions via interim testing prior to the summative test and will have opportunities to become familiar with any testing accommodations prior to the summative test.

4

CMP will increase and improve services to unduplicated pupils: English Language Learners, Low-Income Students, Foster Youth and Homeless Youth.

Strategies to Achieve

- Increase outreach to students identifying as a Free and Reduced Lunch, English Learning, and Foster Youth, through defined recruitment efforts.
- Provide cultural competency and responsive teaching, diversity, equity, implicit bias and inclusion Professional Development to all staff to support a diverse population of students.
- Provide Professional Development for English Learner oversight and will provide follow up trainings, lessons, and strategies.
- Offer summertime tutoring through the Club stem program, to unduplicated and/or non-proficient students.



Teacher

GOALS

1

100% of CMP Teachers will be considered “Highly Qualified” by state and federal standards (within 3 years of CMP employment) and 50% will be considered a “Montessori Mentor” by CMP standards.

2

80% of CMP Teachers will be rated effective in combining Montessori and California standards aligned curriculum.

Strategies to Achieve

- Continue to support Montessori Training for Teachers and Teaching Assistants.
- Professional Development Plan processes will be reviewed, refined and updated to include a definition and a rating system for “CMP Montessori Mentor”.
- 100% of CMP Teachers will have a cleared California Teaching Credential, within 5 years of employment with CMP.

Strategies to Achieve

- Professional Development Plans and processes will be reviewed to ensure Montessori and California standards aligned instructional practices are evaluated. Observations will evaluate whether the teacher is effective and provide support and guidance to becoming effective.
- Develop and implement standards based report cards and aligned rubrics and curriculum guides.
- Create exemplar lesson plans.
- Offer a tuition assistance program to teachers who commit to a certain length of teaching time at CMP.



3

All CMP staff will receive concentrated and targeted Professional Development.

Strategies to Achieve

- Conduct a survey of the needs of all instructional staff for input into the professional development offered, to determine concentrated and targeted needs and will align professional development for instructional staff to academic targets.
- Provide sustained, job-embedded professional development to all teachers for any and all programs and curriculum adoptions.
- All non-instructional staff will receive professional development to guide them in supporting and improving the CMP instructional core.
- All CMP counselors will receive Montessori training opportunities.

Strategies to Achieve

- “Data Driven Professional Learning Community” meetings will be held at all grade levels.
- The CMP Special Education, Counseling, and Behavior Departments will develop and provide training regarding the Response to Intervention process to support teachers with students showing behavioral challenges.



Operational

GOA

1

95% of CMP staff will report a high level of job satisfaction and CMP will see an increased staff retention rate.

2

95% of CMP Special Education staff will be CMP Employees.

Strategies to Achieve

- Develop professional growth plans for all staff.
- Develop a career ladder for all leadership positions.
- Recruit substitutes to adequately support each campus.
- Create salary scales for all positions within CMP.
- Create a recruitment plan that considers diverse communities and increases recruitment efforts in diverse communities.
- Refine the year round induction process of staff, as well as the creation of a training video and/or template to track the campus and Human Resource on-boarding.
- Offer conflict mediation through the Human Resources Department.
- Increase the Classified Staff retention rate by offering full time Teaching Assistant and Club Montessori positions.
- Provide robust stipend (Montessori, Longevity, and continuing education) and benefit programs to increase staff retention and satisfaction.

Strategies to Achieve

- Develop recruitment best practices and relationships with credentialing entities.
- Have dedicated space offered for Special Education services.
- Provide specialized training for special education Staff and professional development focused on special education practices.
- Provide clerical support for special education services.
- Hold special education recruitment fairs to assist with hiring.





3

CMP will create an operating reserve that includes 60 days cash on hand.

4

CMP's Central Office and Site Administration Teams will work to build stronger systems and processes across the network.

Strategies to Achieve

- CMP will hold monthly school and/or department level, Board and Finance Committee, budgets-to-actuals meetings coordinated with a back office service provider.
- Secure long term leases for all campuses in non-CMP owned facilities.
- Commit to targeted enrollment and ADA projections.

Strategies to Achieve

- More streamlined and efficient communication systems with families through an online parent communication system.
- More streamlined and efficient communication systems within and across CMP Departments and school sites.
- Conduct 360-degree departmental reviews with the goal of systems improvement.
- Create procedural manuals for every department within the Central Administration Team to ensure systems are seamless, accessible and accurate. Proper training and education on administration systems and processes will be provided to pertinent staff.
- Processes will be consistent at each campus.
- Review the current attendance process to determine effectiveness in increasing attendance rate to ensure financial success and will partner with authorizing school districts and/or County Offices of Education to offer wrap around services to support chronically absent Students.





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