



## Strategic Plan for Learning Prep School

A good planning process produces goals, objectives, and strategies that are consistent with the school mission statement. It provides for continuous monitoring of external and internal environments, and it becomes part of budgeting and financial planning, and it requires consistent, continuous appraisal and revision.

Susan C. Stone  
The Case for Strategic Planning

### **Mission Statement**

The Distinctive Mission of Learning Prep School is to provide a comprehensive educational program for students with language-based learning disabilities, focusing on the development of essential skills, core competencies, social pragmatics, social emotional well-being, and personal integrity.

Learning Prep School provides an individualized language-based learning program in a safe, secure, and structured environment. This approach enables students to develop competency in oral and written communication. These competencies are integrated throughout the academic program, the life skills program, and positive social pragmatic work. As such, the students expand and enhance their understanding of core content knowledge, as well as acquire and refine skills required to navigate the challenges and opportunities they will likely experience in life.

Teaching and learning is designed to develop self-confidence through inquiry, analysis, problem solving, and self-advocacy, enabling each student to have the competence and the confidence to accept responsibility for their own learning and their own actions. LPS graduates are young people of integrity who are prepared to take the next step in life and eager to contribute to the common good.

# Learning Prep School

## Strategic Plan

July 1, 2021 – June 30, 2024

**Statement of Purpose:** Learning Prep School is committed to providing a high-quality educational experience for all students. With this commitment, a highly qualified staff, a well-formulated curriculum, and an infrastructure to support teaching and learning is essential. We are committed to the full implementation of the Department of Elementary & Secondary Education’s approved Reconstruction Plan (Oct. 29, 2018) with integrity and focus. This fidelity will assure the viability, the utility, and the future of the school by strengthening and advancing the mission and the educational program of the institution.

### I. Educational Program

**Goal Statement:** Establish the climate, conditions, and resources conducive to teaching and learning at LPS. Provide a language-based curriculum for students in grades 5–12 that is responsive to the cognitive, social/emotional, and special needs of students.

#### Objectives

- (A) To institutionalize and consistently implement best practices for language-based teaching in all classes in order to reduce academic skill gaps.
- (B) To ensure delivered content offers diverse and equitable perspectives and explicitly teaches tolerance, multiple perspectives, and doctrines of justice.
- (C) To collect data on student progress in order to adapt programming to evolving needs.
- (D) To continue to develop and implement a codified, articulated, and sequenced grade 5–12 curriculum delineating the core content and essential skills for each grade level and subject.
- (E) To establish a committee that will research and/or develop a social-emotional learning (SEL) curriculum focused on student citizenship and engagement and that includes state mandated anti-bullying curricula.
- (F) To fully implement the Experiential Learning Program that focuses on preparation for post-secondary options and opportunities in the workplace.
- (G) To utilize technology to design curriculum, enrich instruction, advance learning, and strengthen assessment and the application of data analysis.
- (H) To establish a vibrant arts program allowing for creativity and a celebration of student strengths.

## II. Students

**Goal Statement:** Ensure that students have the educational experience, competencies, and academic support and guidance to achieve their goals during their time at LPS and in their future. Academic and skill-based goals must be supported by the school's commitment to the whole child, including the social and emotional well-being of each student.

### Objectives

- (A) To support students by ensuring that their programming is reducing existing skill gaps, improving knowledge, and increasing self-advocacy.
- (B) To ensure that students see their identities valued and represented in the curriculum, in the classrooms, and in the staff.
- (C) To attend to the social and emotional development of students by providing a safe learning environment where students feel known and seen, by partnering with parents and other caregivers, and by procuring a research-based social-emotional learning (SEL) curriculum focused on student citizenship and engagement.
- (D) To regularly evaluate and adjust the program of services that provide transition opportunities, post-secondary guidance, and employment support in a manner that is highly responsive to the changing landscape of today's world.
- (E) To connect and strengthen student services and support to aid students in increasing their self-determination and self-knowledge as they work toward program completion.
- (F) To improve student retention.
- (G) To provide opportunities for students to participate in a robust after-school program of athletics and multi-arts.
- (H) To enhance student voice by providing students with opportunities to engage in activities and events and to serve on committees at school.
- (I) To fully integrate the Student Citizenship program designed to develop student integrity, self-reliance, collaboration, and opportunities for community service.

### **III. Personnel**

**Goal Statement:** Establish, cultivate, and sustain a professional relationship between the school and staff that is based upon mutual respect, trust, and accountability to advance student learning and well-being.

#### **Objectives**

- (A) To ensure faculty have the training and support to follow best practices in educating students with complex language-based learning disabilities.
- (B) To ensure consistent hiring practices and staff trainings to support the school's commitment to diversity, equity, and inclusion.
- (C) To foster an environment that empowers and gives voice to staff allowing them time and providing them support to improve their craft.
- (D) To improve the annual evaluation system for all LPS personnel including establishing and monitoring goals as part of the annual review process.
- (E) To provide timely and salient opportunities for staff to engage in professional development that will advance their language-based teaching practices, foster professional growth, and enhance the mission and educational program of the school.
- (F) To formalize the mentorship and training of new staff.
- (G) To provide leadership professional development opportunities for promoted staff and cultivate the next generation of LPS leaders.
- (H) To form a faculty and administrative committee to evaluate the professional development opportunities provided to staff and to establish a professional development plan for the school.
- (I) To establish a comprehensive search protocol designed to attract highly competent staff whose experience and expertise are aligned with the mission and the educational program of the school.

#### **IV. Infrastructure**

**Goal Statement:** Develop a maintenance plan to maintain and improve the capacity of the facilities to support the educational program.

##### **Objectives**

- (A) To continually monitor and maintain facilities for short- and long-term use through a comprehensive approach designed to improve the teaching and learning environment by upgrading the interior appearance and utility of the buildings.
- (B) To evaluate and improve technology platforms, infrastructure, and devices to ensure the best learning opportunities for students with language-based learning challenges and to advance marketing opportunities for the school.
- (C) To improve the external appearance and utility of the campus to provide the students additional, age-appropriate outdoor opportunities, to enhance its curbside appeal, and to advance the marketing opportunities for the school.
- (D) To evaluate the environmental impact of the school and investigate more environmentally sustainable practices.

## **V. Institutional Advancement**

**Goal Statement:** The Office of Development and the Office of Admissions will assume pivotal roles and responsibilities through budget support and program enhancement, not feasible through tuition revenue alone, by attracting and enrolling mission appropriate students, by advancing the reputation of the school, and by cultivating mutually beneficial relationships with the school's stakeholders.

### **Development**

#### **Objectives**

- (A) To maximize opportunities to supplement the annual budget with grant funds and contributions to the annual fund.
- (B) To identify, cultivate, solicit, and steward leadership donors (\$5,000 and up) inside and outside of the school community to 20 total gifts.
- (C) To initiate events, on and off campus, that raise funds, engage volunteers, and cultivate awareness of our mission and achievements.
- (D) To increase the amount of funds raised in the Family & Friends Fund a minimum of 5% annually over the next three years.
- (E) To increase the percentage of constituent support to the Family & Friends Fund each year over the next three years.
- (F) To research, identify, and establish relationships with 8 philanthropic streams of revenue (i.e., corporations) outside the immediate school community.

### **Admissions**

#### **Objectives**

- (A) To remain mission focused in all aspects of admissions work.
- (B) To increase the diversity of the student body through active marketing and ethical admission procedures.
- (C) To increase the number of private pay families enrolled to 15% of total.
- (D) To determine the optimum, achievable enrollment number and establish procedures to maintain that number.
- (E) To create a standard of "customer service," led by the admissions department, that provides for all families, from initial inquiry to a student's first few days of school, a level of care that sets the school apart from peer schools and matches the individualized approach that students receive as part of their language-based academic program.

## **Marketing**

### **Objectives**

- (A) To accurately and assertively market the mission and language-based educational program of the school to all constituencies.
- (B) To utilize a digital marketing firm to partner with the school to maximize its accurate portrayal in online searches and to spread the mission of the school through digital avenues as a means to increase enrollment.
- (C) To expand and improve relationships with professional organizations, educational institutions, and sending districts.
- (D) To continue the creation a family of publications, videos, and messages on the school's website and social media platforms that are accurate and compelling reflections of the school's mission in action.
- (E) To establish Learning Prep School as a thought leader in the marketplace for educating complicated students with language-based learning profiles by marketing the school through professional connections in the admission department, publications written by school representatives, participation in conferences, digital marketing, and hosted events such as the speaker series.

## **Alumni Relations**

### **Objectives**

- A. To continue the enhancement of the alumni programs designed to cultivate, nurture, and sustain a healthy and vibrant relationship with LPS alumni.
- B. To continue to plan and implement 3-4 engaging alumni events each year and one in tandem with college and post-secondary vacations during the summer.
- C. To educate alumni and their parents on philanthropy and encourage them to support the Family & Friends Fund.
- D. To continue reestablishing contact with, and collecting contact information from, alumni and their families who have not been involved with the school since graduation.
- E. To encourage and support members of the alumni association to take on more responsibility and leadership opportunities within our community.

## **VI. Finance**

**Goal Statement:** Ensure financial accountability for the school through protocols and policies designed to secure financial stability through the efficient and effective use of funding resources that support the mission and the educational program of the school.

### **Objectives**

- (A) To secure a level of financial stability, including cash management, that will provide funding over the longer term to support a viable and robust educational program designed to prepare all students for substantive post-secondary opportunities and options.
- (B) To increase the Family & Friends Fund to a level that may be invested to provide financial stability for the school over both the short and longer term.
- (C) To maintain internal controls—known and followed by all appropriate stakeholders—that employ generally accepted accounting principles and practices.
- (D) To ensure continued compliance with regulations set forth by the Massachusetts Department of Elementary and Secondary Education (DESE) and Operational Service Division (OSD).



## **VII. Community Relations**

**Goal Statement:** Strengthen relationships with stakeholders to ensure that all are working together to build the supports and resources required to advance the mission of the school.

### **Objectives**

- (A) To maintain a partnership with parents based on relational trust and mutual respect, a relationship designed to support school initiatives, programs, and events, and to keep parents informed and engaged in the well-being of students, staff, and the interests of the school.
- (B) To advance the respect and the reputation of the school by maintaining active, existing relationships with professional organizations such as the Massachusetts Association of Approved Private Schools (maaps) and the Association of Independent Schools in New England (AISNE), and by fostering new relationships with additional professional organizations such as the New England Association of Schools and Colleges (NEASC).
- (C) To advance the respect and reputation of the school by maintaining a close partnership with state agencies, namely the Massachusetts Department of Elementary and Secondary Education (DESE) and Operational Service Division (OSD).
- (D) To seek and secure relationships with community organizations, small business and corporate entities, and philanthropic organizations to advance the mission, educational program, and attendant interests of the school.
- (E) To foster partnerships with higher education, community organizations, the private sector, educational collaboratives, public schools, and philanthropic organizations to advance teaching, learning, leadership, and the mission of the school.

## **VIII. Governance & Administration**

**Goal Statement:** Ensure that the responsibilities of the Board and the Executive Director are consistently in alignment with NAIS (National Association of Independent Schools) protocols and practices.

### **Objectives**

(A) That the Board will be a public champion of the school while supporting the school in its annual fund and other endeavors critical to the school's ability to fulfill its mission.

(B) That the Board, collectively and individually, will foster exemplary and appropriate conduct and communication among Board members, the Executive Director and senior administration, and all LPS stakeholders as defined by the NAIS Principles of Good Practice.

(C) That the Board and senior administration will engage in an annual retreat focusing on salient and timely challenges and opportunities for the school.

(D) That the Board and senior administration will engage in a review of the Strategic Plan, not to exceed a period of twenty-four months, adjusting as required.

(E) That the Board, acting as fiduciaries, will continually monitor the annual budget and budget planning and review and approve the audit to assure the short- and longer-term integrity and viability of the school's financial status.