



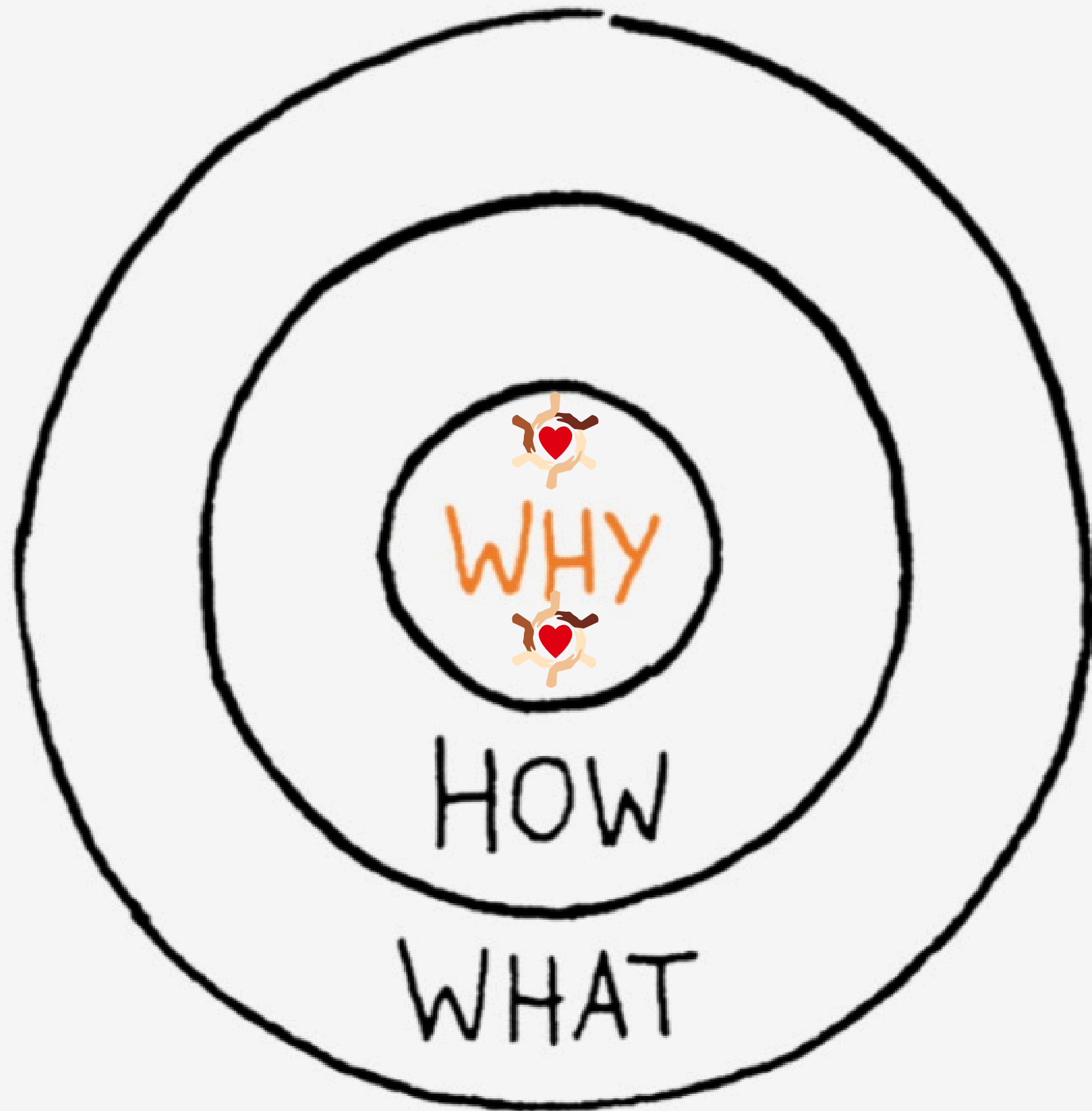
Miriam's 2025-2028 Strategic Plan

Community Coffee
November 20, 2024

Hopes For This Morning

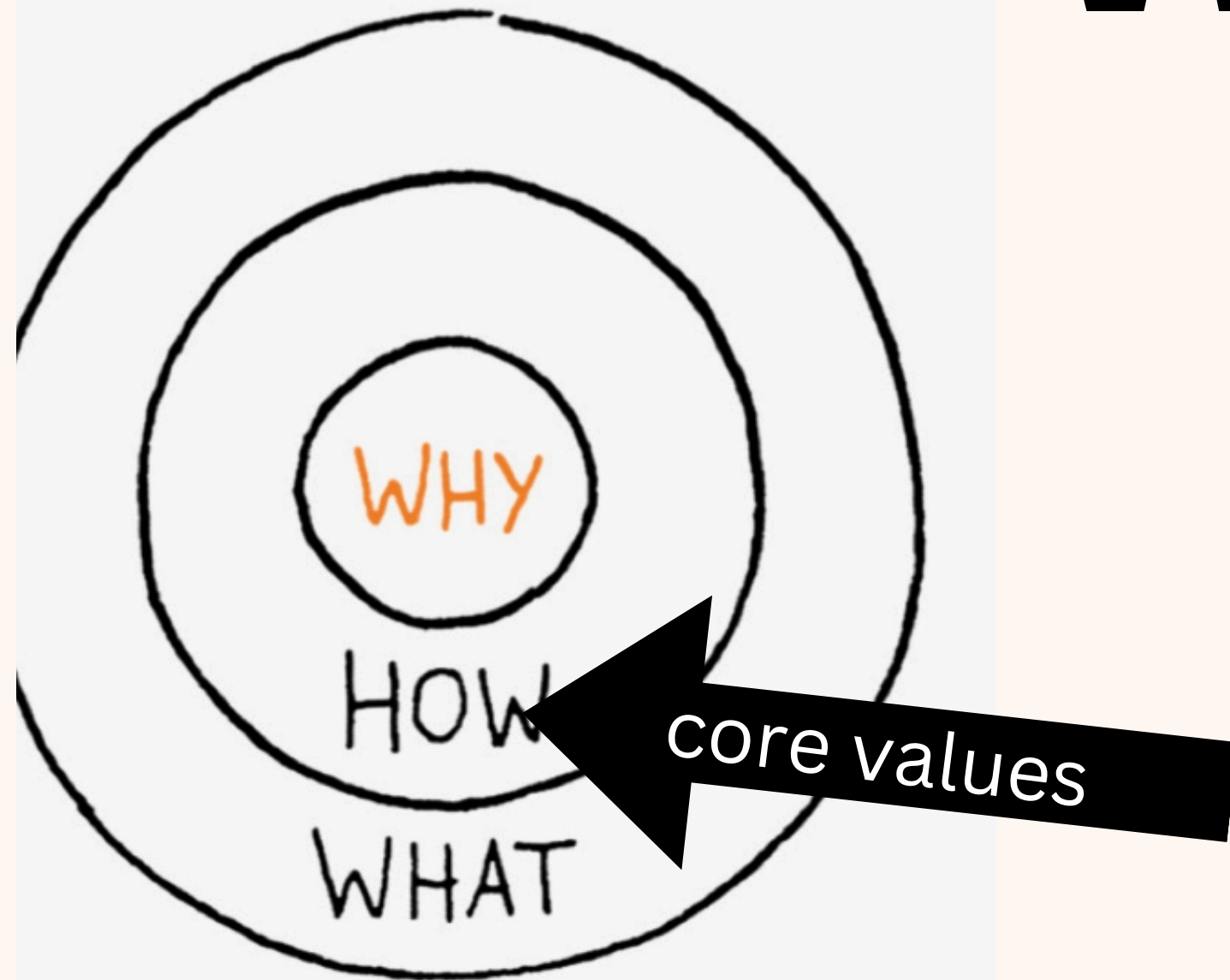
- Welcome
- Introductions
 - Diana Wittig, Chair of the Strategic Planning Committee
- Returning to the “Why” of Miriam
- Data Collection Process
- Key Findings: Data That Helps Us Be Better and Do Better as an Organization
- Vision Statement for the Miriam’s Future
- Mission Statement 2.0
- Pillar 1: LEADER
- Pillar 2: ACCESSIBILITY
- Pillar 3: STABILITY
- Pillar 4: EFFICIENCY
- We Need Your Help
- Questions?





We believe each child has value, strengths and something to offer this world. We view special education as a fundamental right. All children should get what they need, when they need it, by the most qualified people so they can have a positive, happy, productive life. We believe in helping kids at whatever age they need us.

WE BELIEVE:



LEARNERS COME FIRST

WORKING TOGETHER

(ADAPTED FROM "WORKING IN PARTNERSHIP")

A COMMITMENT TO EXCELLENCE

RESPECT FOR ALL

Our Strategic Planning Process

10/23-now

The initial phase of strategic planning was focused on information gathering.

- Using the following methods, the Rome Group collected data to better understand strengths, challenges, opportunities, and trends that will impact the organization as it moves into the next phase of its work.

Phase 1



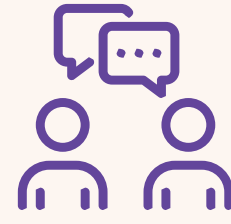
Document Review

The Rome Group reviewed the organization's org chart, recent reports, financial data and more to ground our findings in current organizational realities.



Interviews

The Rome Group conducted 11 interviews with key stakeholders



Listening Sessions

The Rome Group also facilitated 6 group interviews with staff, volunteers, and families.



Surveys

The Rome Group surveyed members of the board (n=12), staff (n=53.), and Switching Post shoppers (n=301)



Environmental Scan

The Rome Group researched best practices in the field with a particular focus on ameliorating tuition costs and the practicalities around operating a retail space as a nonprofit.

Phase 2

- Data was analyzed by the Rome Group which included an operations audit
- Interim Report was issued to the Strategic Planning Committee
- Retreat for the BOD and Senior Administrators occurred on 5/1
- Goals and objectives were crafted and tweaked
- Senior Administrator Retreat occurred in July, with work done on updating our mission and vision statement
- Pillars and objectives were presented to the full Board in August
- Staffulty, Switching Post, and Community Stakeholder meetings to communicate the new plan
- Senior Administrators and the BOD is positioning the organization to launch the plan in January

As we approach this new strategic plan, we made considerations are around the following concepts:

This new plan follows one that had a significant focus shift toward “One Miriam”

There was a leadership transition coupled with post-pandemic realities

Our outreach program offerings have doubled in the last three years

Strategic decision-making, mapping, and clear communications through this next strategic plan are essential because the organization has been through so much change and we are in an exciting place

Strategic Issues Identified Through the Process

Our Data Sources

1

Positioning ourselves to be the expert in special education for St. Louis and beyond

2

Managing our growth strategically

3

Aligning financial, operational, and human capacity with needs

4

Removing barriers for students who need our services especially around tuition cost

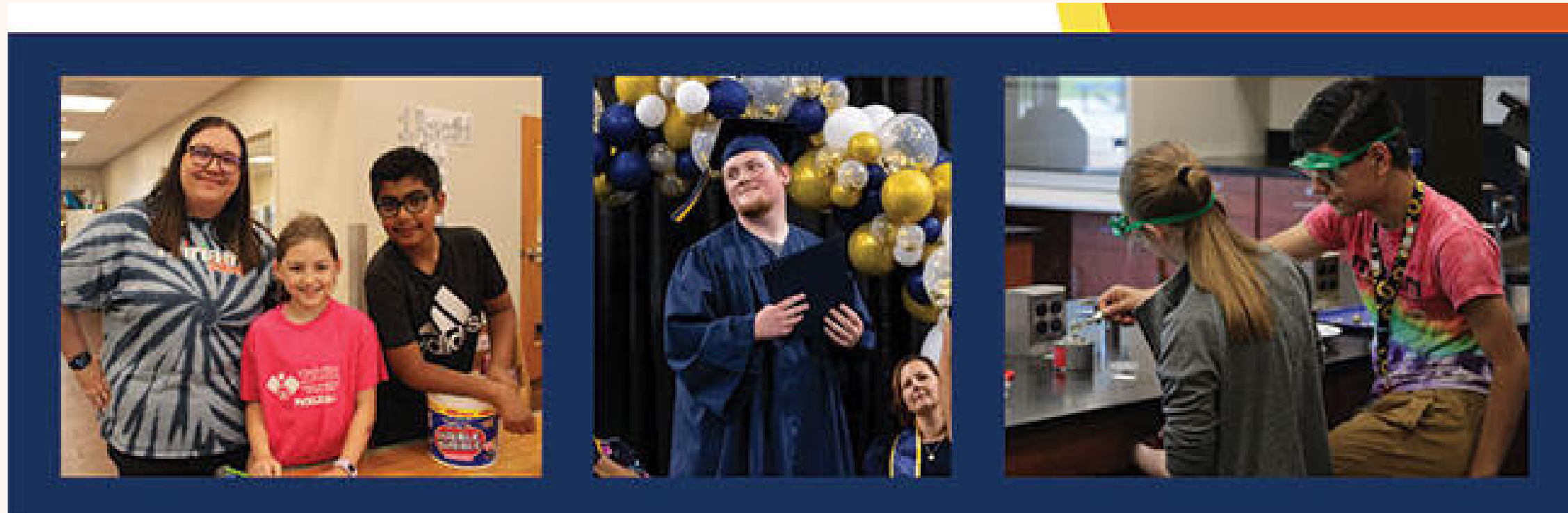
5

Ensuring the financial durability of Miriam for the years to come



Miriam is *not* a small nonprofit.

Only 3% of nonprofits in the US have an operating budget over \$5 million. 88% operate with \$500,000/year or less.



Miriam Staff Distribution
Fall 2023

Lower Middle School	30
High School	19
Learning Center	138
Business Office	14
Switching Post	4 Staff and 50+ Volunteers

Miriam is much bigger than many stakeholders realize.

Our quest is to build capacity, confidence, and connection in students who learn differently (at whatever age they need us) and the people who care about them.

Every **department** at Miriam contributes to our Hub, so we move fluidly and effectively in our mission.



Every **person** at Miriam contributes to our mission and provides value with their knowledge, unique gifts, voice, and good work.

**We want to broaden our impact in the Midwest.
Children, families, and educators are struggling, we know what to do to help them.**



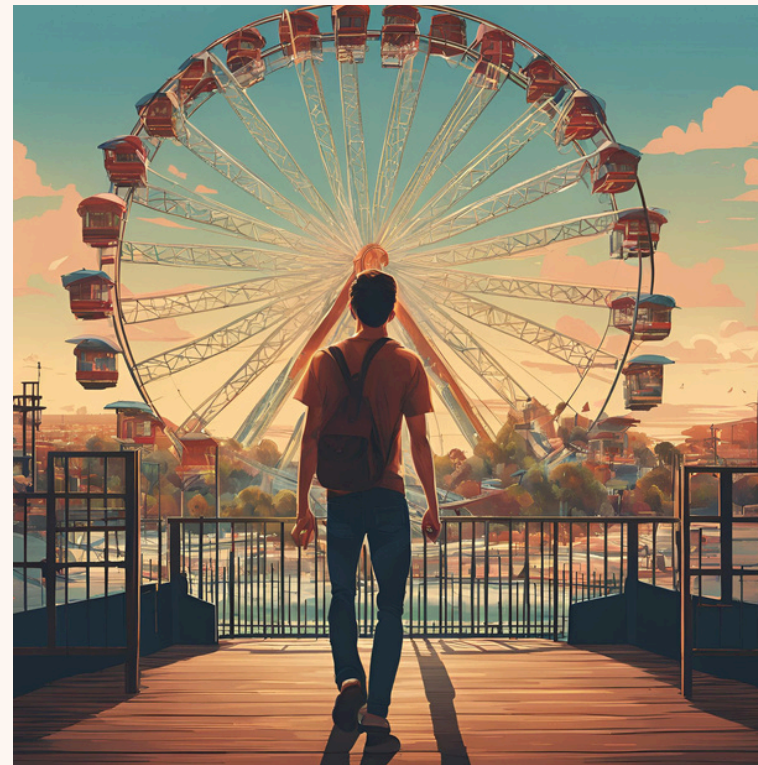
Our vision statement (our ambition)

“Miriam will expand our impact as the leader in specialized education for students with learning differences, and the people who serve them, in the Midwest and beyond.”

Adapted from: “A world where children and young adults who are unique learners have the opportunity to be successful.”

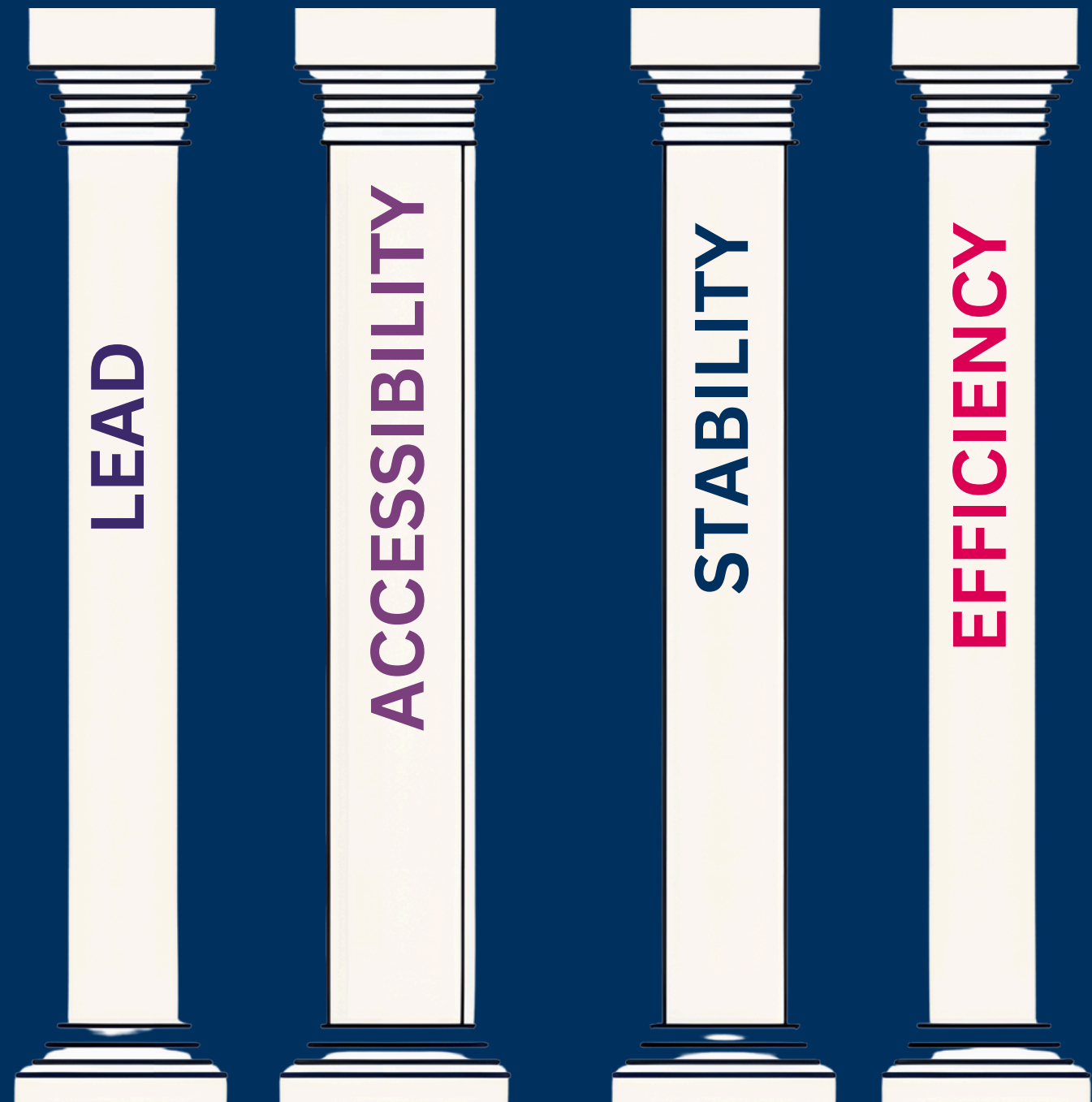
Mission Statement (what we do):

“Together, we empower students with learning differences through our specialized educational approach by unlocking their potential and paving the way for lifelong success.”

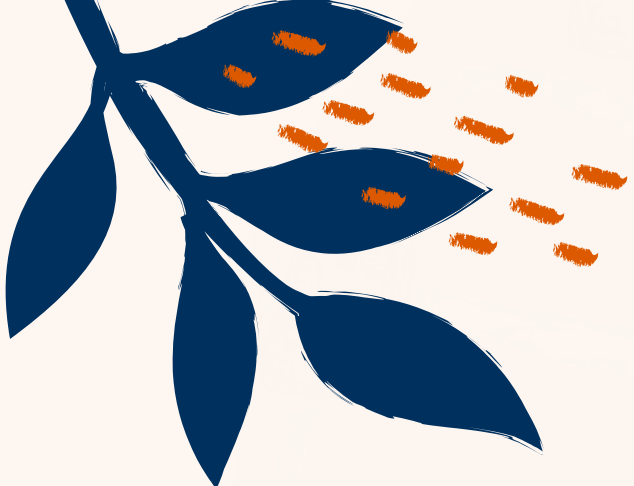


Adapted from: “Miriam empowers unique learners by building confidence and a foundation for success.”

“Miriam will expand our impact as the leader in specialized education for students with learning differences and the people who serve them.”



4 STRATEGIC PILLARS OF THE 3 YEAR PLAN



LEADER

POSITION MIRIAM TO BECOME THE PREMIER HUB FOR CHILDREN WHO LEARN DIFFERENTLY, THEIR FAMILIES AND THE PEOPLE WHO SERVE THEM.



Be the first-choice program for families and recognized as a leader in the field

Become the employer of choice for those who serve students with special education needs.

Develop dynamic programming to provide educators with the tools, coaching, and training in best practices to serve children with learning and thinking differences.

Enhance innovative transition programming for students to provide them with meaningful experiences that allow independence, wellness and purposeful growth beyond Miriam.

Increase strategic partnerships to support Miriam's programming and to work in concert to educate, support and provide students/families with resources to ensure productive living beyond high school.

P3/DEIB COMMITTEE

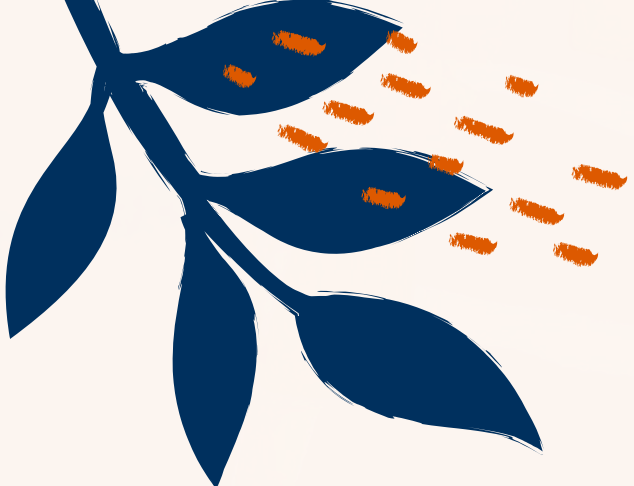
P3/DEIB COMMITTEE

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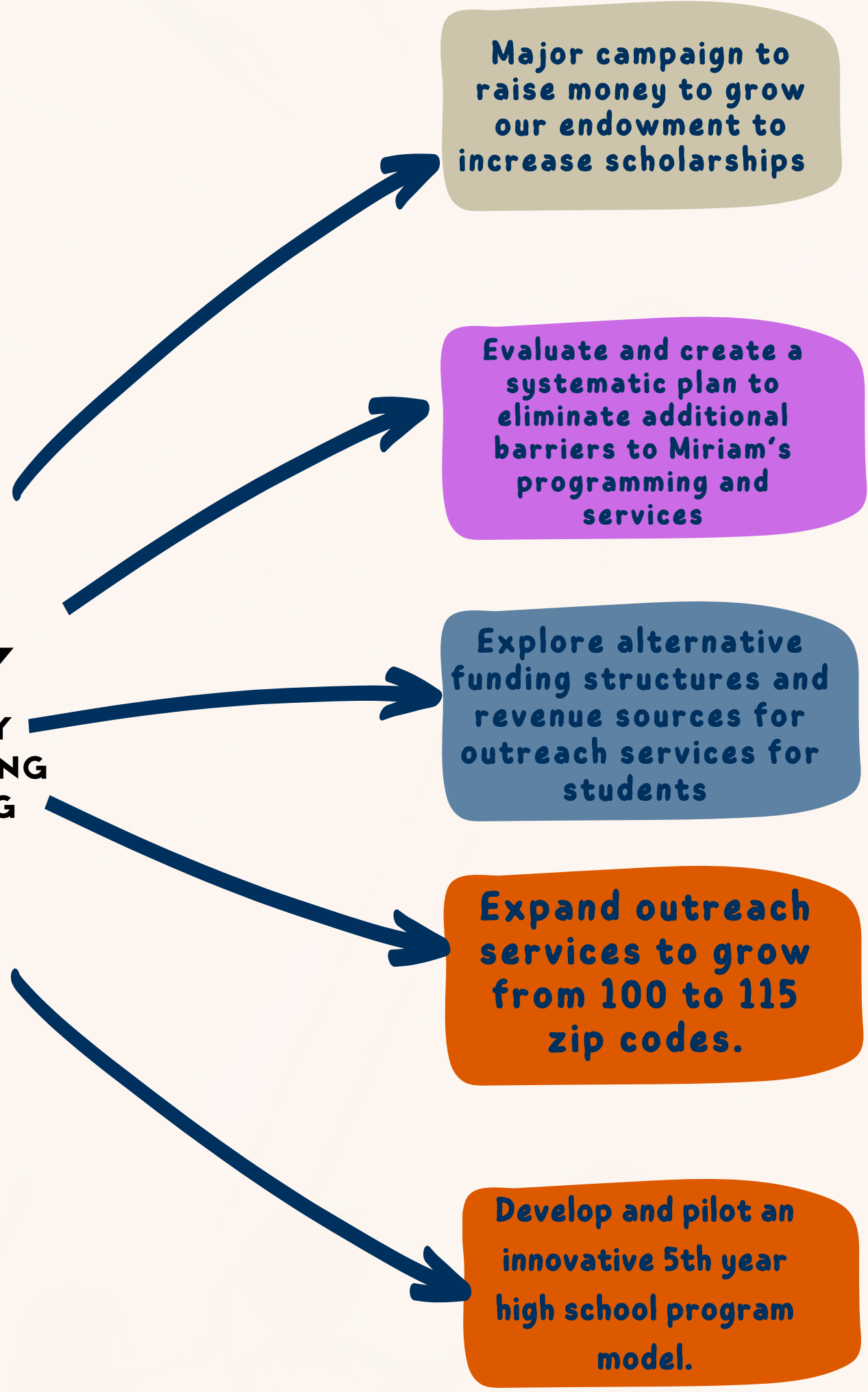
P3 COMMITTEE

Please note that the Board Committee P3 means Positioning, Programming and Partnerships

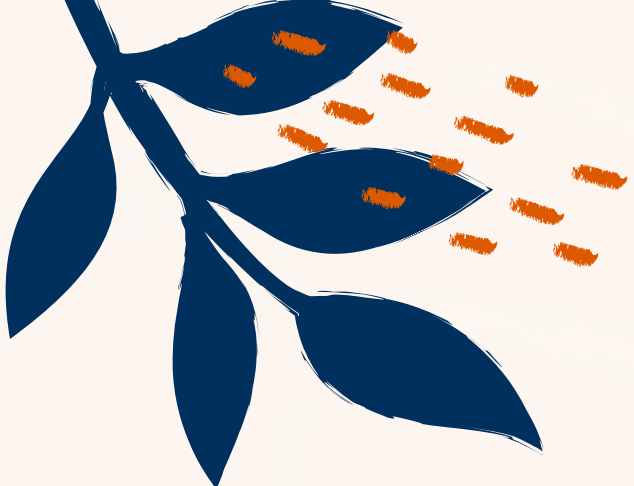


ACCESSIBILITY

MAKE MIRIAM ACCESSIBLE BY REMOVING BARRIERS, ENHANCING FUNDRAISING, AND DEEPENING COMMUNITY PARTNERSHIPS.

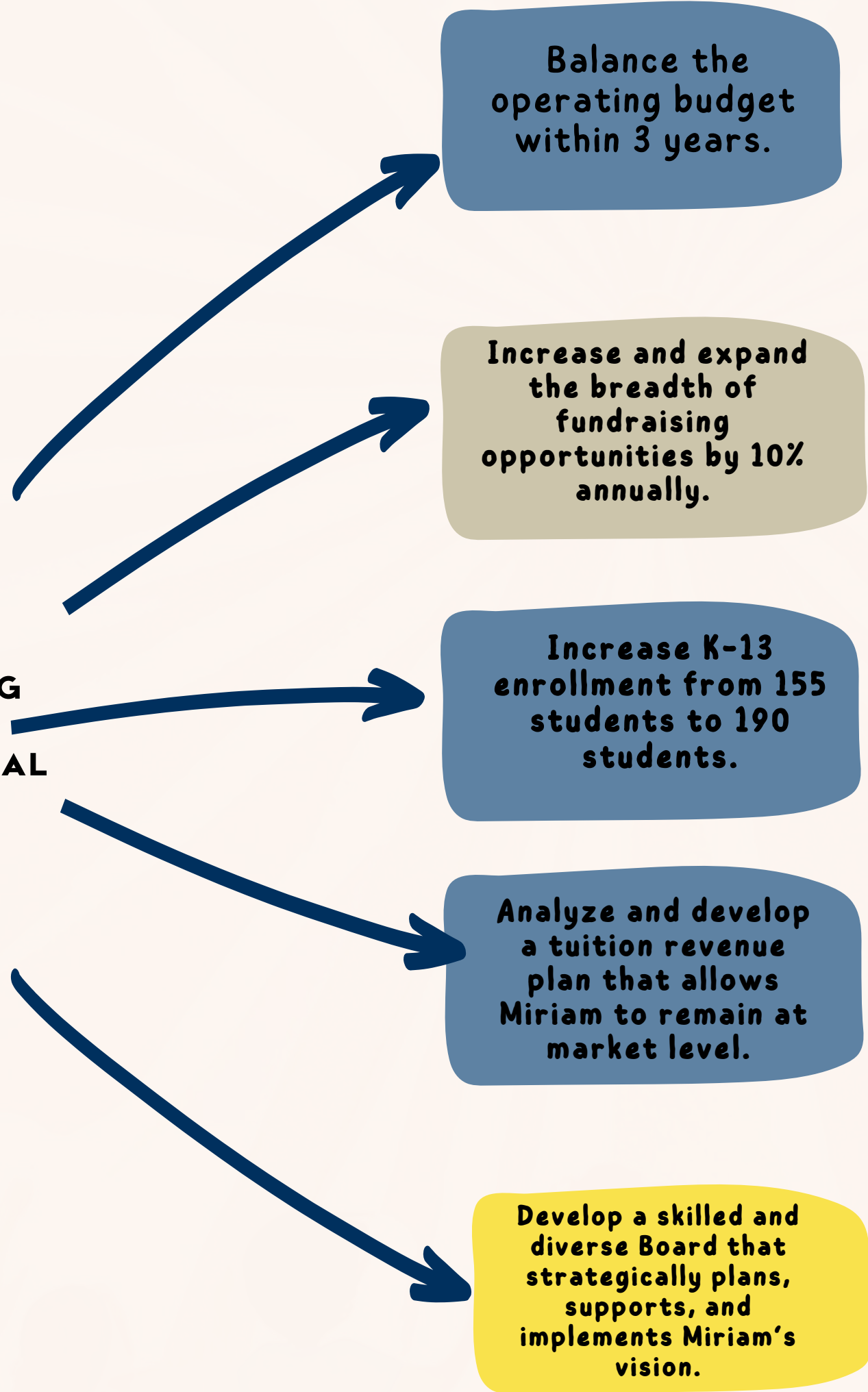


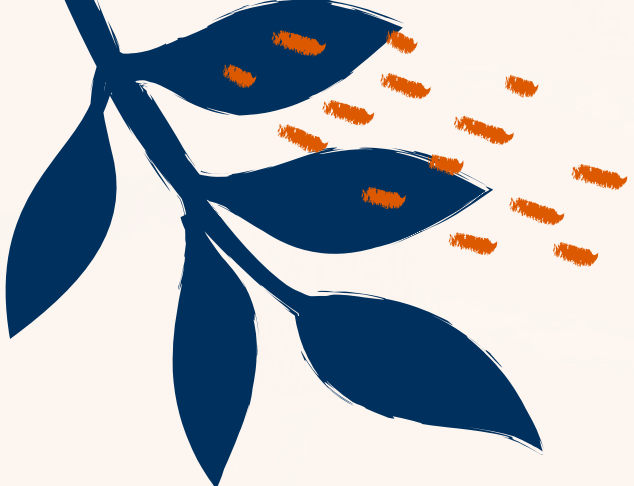
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STABILITY

MIRIAM SCHOOL AND LEARNING CENTER WILL DEVELOP AND IMPLEMENT A DURABLE FINANCIAL MODEL





EFFICIENCY

OPTIMIZE ORGANIZATIONAL EFFICIENCIES.



Analyze the fluidity and flexibility of Miriam's facilities and create a plan to optimize enrollment K-13, Learning Center Services, and revenue streams

Evaluate efficiencies within positions and organization wide to develop optimal workflow.

Create and implement an enhanced internal and external communication plan to strengthen Miriam community members' understanding, engagement and support of Miriam's mission.

Develop leadership skills, and the infrastructure to accommodate Miriam's expansion.

**FACILITIES
FINANCE
COMMITTEE**

**STRATEGIC
PLANNING
COMMITTEE**

**STRATEGIC
PLANNING
COMMITTEE**

**STRATEGIC
PLANNING
COMMITTEE**

Thank you for all you do to support Miriam!

What can you do?

- Consider how we can grow in our learning as experts and help others who are struggling.**
- Consider if there is a specific objective you would like to work on.**
- Email me if you are interested in joining the Committee's work in a specific area.**

