



miriam
SCHOOL and LEARNING CENTER

Strategic Plan 2025-2028



MIRIAM'S MISSION

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





Looking to the Future

Dear Miriam Community,

Thank you for taking a look through our new strategic plan! Miriam is in an excellent position as the premier educational hub for students with learning differences - and the people who care for them and serve them. As we look to the future, we know we need a strong plan that will guide our services, processes and ambitions.

Our new strategic plan is an intentional one. It's a plan that will be woven into the fabric of everyday operations and decisions at Miriam. Our previous strategic plan (2019-2024), was strong - but the changes over the years made a new model imperative.

We have emerged from the pandemic and other transitions stronger than ever, with a clear mission and vision. We know the need for Miriam's services is only increasing. Learners are more complex than ever, and often dealing with less support. Many have mental health challenges co-occurring with their learning differences. We are also looking at a teacher shortage - especially in fields like special education - a situation that doesn't appear to be improving in the near future.

Miriam's services are vital. We literally change the trajectory of children's lives. As the premier hub, we will demonstrate to the community that our services and expertise make Miriam the first choice when families and educators need support - not a last resort.

We greatly appreciate all of the work the Board of Directors, staff, families and community members have put into this important plan, and we look forward to carrying it out together.

Sincerely,

Kristen Bowser

President, Board of Directors

Diana Wittig

Chair, Strategic Planning Committee

Meg Bamford

Head of Miriam School and Learning Center





MIRIAM'S VISION

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.

CORE VALUES

Learners First

Our student-centered approach defines who we are and must be at the center of our organizational planning and decision making.

Working Together

Collaboration, open communication and a culture of trust are mandatory for a healthy and successful organization.

Commitment to Excellence

Achieving the highest professional standards through reflection and continuous improvement is necessary.

Respect for All

Fostering a culture of belonging, embracing diversity and promoting equity are essential for who we are and achieving our ambition.

Strategic Pillar 1 Leader

We will position Miriam to be the premier educational hub for children who learn differently, their families and the people who serve them.



Rationale

Miriam School and Learning Center aims to become the premier resource for students who learn differently, ensuring our community and educators are equipped with the highest quality tools, expertise and training. This two-pronged approach is especially important at this time, as learners are becoming more complex and teacher shortages are increasing.

By strengthening our brand and expanding partnerships, we are investing in our future as thought leaders, advocates and essential service providers in the field of special education, particularly for neurodiverse populations.

Miriam's commitment to leadership will position us to better serve students and families while empowering our staff to be industry leaders.

Objectives:



Miriam will be the first-choice program for families and will be recognized as a leader in the field.



Miriam will become the employer of choice for those who serve students with special education needs.



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



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



Miriam will 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.

Strategic Pillar **2** Accessibility

We will make Miriam accessible by removing barriers, enhancing fundraising and deepening community partnerships.



Rationale

Accessibility is at the heart of Miriam's mission. Our commitment to breaking down financial, logistical, and social barriers will open doors to high-quality educational resources for more families who may have otherwise faced obstacles.

Building an inclusive, affordable, and equitable environment at Miriam supports the success of each child, regardless of socioeconomic background, and expands our reach across a wider community.

Through increased scholarship funding, thoughtful programming, and community partnerships, we aim to make Miriam's services accessible to every child who could benefit from them.

Objectives:

- ★ Miriam will embark on a major campaign to raise money to grow our endowment and thus increase scholarships for our programming.
- ★ Miriam will create and evaluate a systematic plan to eliminate additional barriers to Miriam's programming and services, such as transportation, aftercare and food insecurities.
- ★ Miriam will explore alternative funding structures and revenue sources for outreach services for students of low socioeconomic status.
- ★ Miriam will expand outreach services, growing from 100 to 115 ZIP codes.
- ★ Miriam will develop and pilot an innovative fifth-year high school program model.

**Strategic
Pillar**

3 Stability

Miriam School and Learning Center will develop and implement a durable financial model.



Rationale

Financial stability is the foundation upon which all other goals are built. Miriam must be tuned into, plan for and adapt our traditional practices based on financial trends, such as the changing philanthropic landscape and demographic trends, which include our families' ability to pay tuition or our rates for private pay services.

By creating a durable financial model, we can ensure that Miriam School and Learning Center remains a reliable, accessible resource for years to come. Expanding enrollment, diversifying revenue sources, and balancing the budget will create a strong financial backbone, enabling Miriam to continually adapt and serve our students' needs.

Stability provides the security to invest in innovation, attract top, specialized talent, and expand our services to fulfill our mission sustainably.

Objectives:

- ★ Miriam will balance the operating budget within three years.
- ★ Miriam will increase and expand the breadth of fundraising opportunities by 10 percent annually.
- ★ Miriam will increase enrollment from 155 students to 190 students within three years.
- ★ Miriam will analyze and develop a tuition revenue plan that allows the school to remain at market level.
- ★ Miriam will develop a skilled and diverse Board of Directors that strategically plans, supports and implements the organization's vision.

Strategic
Pillar

4 Efficiency

Miriam School and Learning Center will optimize organizational efficiencies.



Rationale

Efficiency is essential for Miriam to maximize its impact. By refining our organizational operations, we ensure that every resource—whether human, financial, or physical—contributes effectively to our mission.

Streamlining processes and improving internal and external communication will enable us to respond more effectively to our community's evolving needs.

By enhancing the functionality of our facilities, expanding enrollment, and strengthening our revenue streams, we can sustain and grow Miriam's offerings to meet demand, all while maintaining an optimal work environment for our staff.

Objectives:

- ★ Miriam will analyze the fluidity and flexibility of our facilities and create a plan to optimize enrollment K-13, Learning Center services and revenue streams (Miriam Switching Post).
- ★ Miriam will evaluate efficiencies within positions and organization wide to develop optimal work flow.
- ★ Miriam will create and implement an enhanced internal and external communication plan to strengthen community members' understanding of, engagement with and support of Miriam's mission.
- ★ Miriam will develop leadership skills and the infrastructure to accommodate Miriam's expansion.

About Miriam

Miriam School and Learning Center is the premier educational hub for children with learning differences in the St. Louis area.

We empower each unique learner by building confidence and laying a foundation for success at our K-12 school, as well as through our outreach programs. Miriam takes students and their families on a journey to see how their differences are actually strengths.

Our students' challenges often include specific learning disabilities, ADHD, level 1 autism, speech/language disorders, anxiety and sensory processing differences. Miriam provides truly personalized education – including academics, therapies and social skills – to ensure each student reaches their full potential.

Some students are here only a few years, while others attend Miriam School for their entire educational journey. Regardless of their length of stay, students leave Miriam equipped with the skills and knowledge to find success in life.

Miriam Learning Center annually supports nearly 1,600 children, offering tailored services that enable students to realize their potential and thrive within their current school environments. Whether students require in-school assistance or after-school support, Miriam Learning Center strives to meet their individual needs.

For more information about Miriam School and Learning Center, visit miriamstl.org.



STRATEGIC PLANNING COMMITTEE

Chair

Diana Wittig

Miriam Board Member

Meg Bamford

Head of School and
Learning Center

Kristen Bowser

President, Miriam Board of
Directors

Andy Greenberg

Miriam Board Member

Mylsha Jordan

Miriam Board Member

Susie Luten

Miriam Board Member

Fred Niemeier

Miriam Board Member

Donna Wendel

Miriam Board Member





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1138 N. Warson Road | St. Louis, MO 63132
314-962-6059 | miriamstl.org | info@miriamstl.org