

Arbor Montessori Strategic Plan: 2024-2029

Go here, then go *anywhere*.



ARBOR
MONTESSORI SCHOOL

Arbor's Mission

Mission

To develop the unique capabilities of each child through supportive relationships, joyful learning, and meaningful work in a Montessori environment. We seek to foster independence in each child, preparing them to contribute with integrity to the community of the larger world.



Arbor Strategic Plan Approach

- Focused on defining a vision for the future of Arbor
- Led by Board of Trustees and Board Planning Committee
- Engaged whole Arbor community, including inputs from Arbor Community survey (parents, administrative team, faculty, staff), interviews, and SAIS feedback
- Defined strategic, aspirational goals and focus areas for the next five years
- Form Planning Subcommittees for each strategic goal to implement, engage Arbor community, and measure progress (quantitatively and qualitatively)

Arbor Strategic Goals and Focus Areas

Strategic Goals

1. Cultivate an engaged Arbor community

2. Maximize enrollment

3. Embody diversity, equity, and inclusion

4. Maintain long-term financial stability

5. Lead in Montessori education excellence

Focus Areas

➤ **Communications, Parent Involvement, Alumni Engagement**

➤ **Onboarding, Prospect Outreach, Retention, Tuition Assistance**

➤ **Community, Curriculum, Accountability**

➤ **Development, Campus Master Plan, Financial Planning**

➤ **Faculty Development, Parent Education, Training Center**

1. Cultivate an engaged Arbor community

Arbor is committed to fostering a vibrant, supportive community that enhances family retention, employee satisfaction, and student success. Arbor envisions an inclusive environment that welcomes all and encourages active participation from families, alumni, staff, and students - both within and beyond our classrooms. By strengthening communication, increasing family involvement, and building lasting alumni connections, we will build trust and create a culture of collaboration and shared responsibility, ensuring strong support for Arbor's mission.



- **Communications:** Develop and implement a clear and consistent communication strategy, including email, website, phone, digital platforms, and in-person meetings. Seek ongoing feedback to continuously improve communications with the broader community. Establish systems to measure and report on community engagement (subjective and objective).
- **Family Involvement:** Reimagine family engagement both inside and outside the classroom to maximize community involvement. Develop a Community Guidebook that outlines school and classroom level initiatives, volunteer roles, expectations, and best practices, while leaving room for classroom-level customization.
- **Alumni Engagement:** Create a robust alumni engagement strategy, including volunteer opportunities, alumni events, mentorship, and Alumni Ambassadors. Establish and maintain an alumni database. Research and implement best practices to track and maximize alumni engagement.

2. Optimize enrollment

To ensure the long-term sustainability and growth of Arbor, optimizing enrollment overall and at each level is a top priority. Building a strong, diverse community requires intentional efforts in Onboarding, Prospect Outreach, Retention, and Tuition Assistance. By streamlining these areas, we aim to attract mission-aligned families, retain students through key transitions, and make a Montessori education accessible to all.



- **Onboarding:** Create a welcoming experience to Arbor by reviving the Mentor Family program. Host events to engage with and integrate new families upon acceptance and during their first year. Develop a digital onboarding guide to streamline communications.
- **Prospect Outreach:** Increase awareness and attract mission-fit families by establishing a Parent and Student Ambassadors program to reach out to prospective families. Develop an Alumni and Parent Referral Program. Participate in local community events with visible branding. Continue to host and increase attendance for parent education workshops.
- **Retention:** Maximize retention by creating forums for parents to provide feedback and voice concerns. Maintain a system to understand and address retention trends and drivers using enrollment and exit interview data. Enhance extra-curricular and enrichment opportunities. Conduct regular pulse check surveys, exit interviews, and an annual survey aligned to strategic goals.
- **Tuition Assistance:** Expand access to Arbor by allocating funds, setting goals/targets to grow funds, and defining policies to offer need-based grants to current and incoming families.

3. Embody diversity, equity, and inclusion

Arbor is committed to creating an inclusive environment where all students, families, and staff feel valued, respected, and represented. To fully embody diversity, equity, and inclusion (DEI), we will focus on three key areas—Community, Curriculum, and Accountability. These efforts will ensure that DEI principles are not just ideals but are woven into the fabric of our school's daily practices, enhancing the learning experience for all.



- **Community:** Build an inclusive community by fostering an environment that celebrates and respects differences in culture, background, and experience. Continue equitable employment practices and cultural sensitivity training. Host and promote diverse events, programming, and forums for open dialogue for families, students, faculty, and staff.
- **Curriculum:** Continue embracing DEI principles in the Montessori curriculum through whole-child development, including self-paced learning, emphasis on social and emotional development, and encouragement of independent thought.
- **Accountability:** Ensure meaningful progress on advancing diversity, equity, and inclusion by setting measurable goals. Track and report on outcomes. Regularly assess our practices, and collect feedback from families, faculty, staff, and students. Address challenging situations directly and continue engaging beyond initial outreach.

4. Maintain long-term financial stability

To ensure Arbor's continued success and sustainability, maintaining long-term financial stability is a key priority. Achieving this requires focused efforts on increasing development efforts as well as creating a comprehensive campus master plan to bring our campuses and community together, while providing a clear vision for future growth and resource allocation. These initiatives will secure the resources we need to enhance our programs, facilities, and overall learning environment while preserving the integrity of our mission.



- **Development:** Grow the Arbor Annual Fund and endowment(s), and seek 100% participation from current families to foster a culture of giving. Clarify and coordinate fundraising options and efforts. Cultivate major gifts by aligning donor interests with strategic goals. Increase donor engagement with events and outreach.
- **Campus Master Plan:** Develop a long-term campus master plan to address current and future needs for the Arbor community, incorporating outdoor and environmental education, athletics, and community spaces. Complete campus consolidation with construction of new Lavista building and upgrading existing building. Determine the feasibility of adding a high school.
- **Financial Planning:** Develop a 3-year income/expense forecast to share with Board annually. Create strategies to maximize and diversify revenue, and reduce costs where reasonable. Review salary scale. Set effective financial policies and internal controls. Fund PPRRSM account.

5. Lead in Montessori education excellence

Arbor aims to be a leader in educational excellence, setting a high standard for AMI Montessori practice both locally and beyond. Achieving this goal requires focused efforts on developing exceptional faculty, educating parents about Montessori principles, and establishing a training center. These initiatives will elevate the quality of teaching, deepen community understanding of Montessori, and position Arbor as a resource for future educators.



- **Faculty Development:** Continue supporting faculty needs by investing in ongoing professional development, including advanced Montessori training, mentorship programs, and opportunities for collaboration with leaders in the field.
- **Parent Education:** Educate current and prospective parents on the Montessori philosophy and curriculum. Conduct workshops and seminars on the tangible benefits of Montessori across levels, including alumni success stories.
- **Training Center:** Establish an AMI Montessori training center to position Arbor as a hub for educator development and Montessori pedagogy. Offer certification programs, workshops, continuing education, and shadowing opportunities for teachers locally and beyond.