




# VALLEY PREPARATORY SCHOOL STRATEGIC PLAN 2020-2025



GOAL 1	GOAL 2	GOAL 3	GOAL 4
Ensure financial stability	Optimize teaching & learning	Sustain excellence through facilities & resources	Offer a 21 <sup>st</sup> Century curriculum
<b>STRATEGIC AGENDA</b> <i>Valley Preparatory school will:</i>	<b>STRATEGIC AGENDA</b> <i>Valley Preparatory school will:</i>	<b>STRATEGIC AGENDA</b> <i>Valley Preparatory school will:</i>	<b>STRATEGIC AGENDA</b> <i>Valley Preparatory school will:</i>
<ol style="list-style-type: none"> <li>1. Improve affordability by increasing <b>Tuition Assistance</b> in support of the Flex Tuition Program.</li> <li>2. Continue to implement a comprehensive <b>Marketing Plan</b> designed to increase enrollment. (Goal by 2025: 165)</li> <li>3. Continue to implement a comprehensive <b>Development Plan</b> designed to solicit support from alumni, families, and the community.</li> <li>4. Increase <b>Reserve Accounts</b> to at least one-million dollars.</li> <li>5. Restructure the following programs to increase enrollment: <b>Summer School, Daycare, Preschool, Specialists, Afterschool Programs.</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Attract and retain a diverse faculty aligned with the school's mission and vision by providing a <b>competitive benefits package.</b></li> <li>2. Maintain a <b>staffing pattern</b> that properly supports current enrollment-levels and prioritizes instructional positions over the expansion of administrative staff.</li> <li>3. Ensure clear <b>roles and responsibilities</b> for all staff members.</li> <li>4. Further expand opportunities for <b>Professional Development</b> to leverage innovative teaching techniques</li> <li>5. Continually <b>evaluate faculty</b> (and provide meaningful feedback) to better ensure incorporation of best teaching practices.</li> </ol>	<p>Ensure a future-focused learning environment by developing a comprehensive <b>Facility Plan</b> which addresses the following:</p> <ol style="list-style-type: none"> <li>a) Equipment repairs &amp; replacement</li> <li>b) Indoor spaces</li> <li>c) Outdoor spaces</li> <li>d) Learning resources</li> </ol> 	<ol style="list-style-type: none"> <li>1. Continue to develop an inquiry-based approach to teaching &amp; learning, with a focus on the continued development of our <b>STEAM &amp; IB programs.</b></li> <li>2. Effectively articulate the curriculum to all stakeholders by continuing to implement a <b>Standards-based Grading (SBG)</b> system.</li> <li>3. Continue to enhance the use of <b>Blended Learning</b> (tech in the classroom) to further differentiate instruction and better leverage the one-to-one <b>Macbook program.</b></li> <li>4. Provide for frequent &amp; ongoing <b>review of the written, taught, and assessed curriculum</b> through review of assessment data and reflective dialogue amongst staff.</li> </ol>

## KEY INITIATIVES

The school will be well-positioned if it can achieve the following by 2025:

1. Reach an enrollment of 165
2. Increase allocation of Tuition Assistance to support the Flex Tuition Program
3. Improve marketing & development efforts
4. Improve salaries & benefits
5. Improve staff collaboration
6. Restructure the Summer & Afterschool Programs
7. Consider adding a morning-only Preschool Program
8. Increase Professional Development opportunities
9. Continue to implement the IB, STEAM, and SBG programs
10. Continue to provide Blended Learning opportunities to differentiate/personalize instruction



## VALLEY PREPARATORY SCHOOL STRATEGIC GOALS & AGENDAS 2020-2025

### GOAL 1: Ensure financial stability

**STRATEGIC AGENDA:** *Valley Preparatory school will:*

#### 1. Increase allocation of **Tuition Assistance**

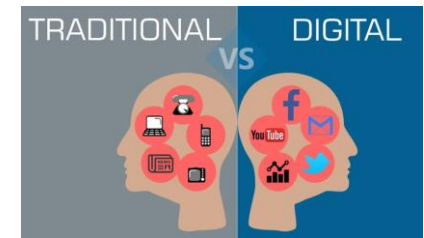
- a) Increase the dollar-allocation of assistance by a minimum of 5% annually (approx. +\$4,000), with the long-term goal of allocating annual assistance equal to 5% of tuition revenue.
- b) Continue to require applications for assistance be submitted through SMART-aid.
- c) Possible methods of funding:
  - I. Grants
  - III. PTO fundraisers
  - IV. T-Rowe Price interest-earnings



#### 2. Continue to implement a comprehensive **Marketing Plan** designed to increase enrollment to 165 by 2025 (average class-size of 15 students)

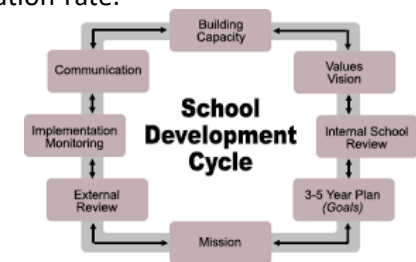
- a) Implement a “flex tuition” program to further focus attention on the availability of tuition assistance for new families.
- b) By 2025, provide tuition assistance equal to 5% of tuition revenue
- c) Ensure proper Home:School communication to keep parents engaged and knowledgeable about school programs
- d) Effectively use school events to strengthen the school community and engage the external community

- e) Ensure the website is updated regularly
- f) Ensure social media posts are daily, and effectively engage the internal and external community
- g) When appropriate, use print media & banners to announce school events
- h) Establish partnerships with local companies/institutions, with the option of offering employee discounts
- i) Solicit Real Estate companies/agents to distribute our info-flyers (“welcome packets”)
- j) Establish partnerships/relationships with Daycare facilities to distribute our info-flyers
- k) Effectively use online marketing strategies to increase website traffic
- l) When enrollment reaches 165, consider establishing a part-time Marketing & Development position



**3. Continue to implement a comprehensive **Development Plan** to better leverage support from alumni, current families, and the community.**

- a) Consider designating the T-Rowe Price Fund as an endowment for Tuition Assistance to support the Flex Tuition Program
- b) Ensure proper parent-education of the importance of the Annual Fund to close-the-gap between tuition income and total expenses.
- c) Establish the use of “parent ambassadors” to promote the importance of supporting the Annual Fund
- d) Ensure students are engaged in the Annual Giving Campaign by means of classroom contests for highest participation-rate.
- e) Consider a contractual obligation to support the Annual Fund
- f) Consider a contractual obligation to support Scrip
- g) Effectively use social media to promote the Annual Fund
- h) Better-leverage the Board of Trustees in reaching-out to potential supporters from the community
- i) Hold two “Giving Days” each year to focus attention on the importance of the Annual Fund
- j) Increase grant-writing
- k) Consider other means of accepting donations (stock, bequests, etc)
- l) Consider ways of further involving the school in community events, including: Believe Walk, Holiday Parade, and academic competitions sponsored by local organizations



**4. Establish **reserve accounts** of at least one-million dollars (equal to 6 months of expenses), with a balance between growth funds, preferred stock, and CDs (or money market).**

**5. Restructure the following programs to increase enrollment:**

- Implement a **Daycare Program** during school vacations (Winter, Spring, Summer) to increase revenue
- Restructure the **Summer School** Program to be more cost effective.
- Consider offering a morning-only (8am-Noon) **Preschool** Program, in addition to an all-day program.
- Consider ways to enhance the Afterschool Program.
- Consider allowing non-VPS students to register for Specialist classes.



## GOAL 2: Optimize teaching & learning

**STRATEGIC AGENDA:** *Valley Preparatory school will:*

### 1. Attract and retain a diverse faculty aligned with the school's mission and vision by providing a **competitive benefits package**.

- Ensure a recruitment process that prioritizes applicants who have experience with inquiry-based teaching & learning
- Endeavor to increase the base-amount of the salary scale by 1-3% annually.
- Consider increasing the percent add-on for a master's degree (+10% as of 2020)
- Endeavor to increase the monthly *healthcare allowance* by \$25 annually (\$400/month as of 2020)
- Consider allowing employees to use a portion of the *healthcare allowance* for retirement savings
- Consider a merit-based salary (or bonus) system.

### 2. Maintain a **staffing pattern** that properly supports current enrollment and prioritizes instructional positions over the expansion of administrative staff. Additionally, consider the status of the following positions:

- Curriculum Coordinator (discontinued in 2019)
- Full-time Resource Specialist (discontinued n 2020)
- Three Classroom Aides (a fourth aide was eliminated in 2020)
- Part-time Middle School English teacher (became part-time in 2020)
- Part-time Middle School Math teacher (became part-time in 2020)
- Business Manager (discontinued in 2016)
- Director of Marketing & Development (discontinued in 2017)
- Music, Art, PE, Spanish, French, Librarian (positions were reduced to 80% in 2020)



### 3. Ensure clear **roles and responsibilities** for all staff members.

As certain positions are eliminated or added (see #2 above), the Head of School has the responsibility of clarifying roles and responsibilities to ensure the proper functioning of the school.

### 4. Further expand opportunities for **Professional Development** to leverage innovative teaching techniques, with an emphasis on STEAM & IB-related opportunities. The following opportunities should be prioritized:

- On-site IB training in August and January
- On-site SBG training in August and January
- Off-site IB training (regional conferences)
- Off-site STEAM training, including the annual CUE conference
- Webinars that support inquiry-based instruction



### 5. Continually **evaluate faculty** (and provide meaningful feedback) in order to better ensure incorporation of best teaching practices, with an emphasis on the inquiry-based approach of the IB & STEAM programs. The Head of School & Assistant Head of School have the responsibility of observing each teacher a minimum of 2x annually and providing the proper feedback. The school's IB consultant should also observe classrooms and provide meaning feedback during Fall and/or Spring visits.

### GOAL 3: Sustain excellence through facilities & resources

**STRATEGIC AGENDA:** Valley Preparatory school will:

Ensure a future-focused learning environment by developing a comprehensive **Facility Plan** which addresses the following:

#### EQUIPMENT REPAIR & REPLACEMENT

- a) Replace aging servers and switches
- b) Replace aging classroom projectors (1-2 per year)
- c) Replace aging HVAC units (1 per year)
- d) Replace two windows per year
- e) Ensure ongoing maintenance of: sewer line, irrigation system, HVAC units & filters

#### INDOOR SPACES

- a) Replace countertops in each classroom
- b) Replace or refinish cabinets & shelving in each classroom
- c) Replace desks and chairs in each classroom
- d) Upgrade electrical in each classroom (with additional outlets)
- e) Consider a gym (with music room and stage) if enrollment were to exceed 175

#### OUTDOOR SPACES

- a) Repave the lower parking lot
- b) Repave the area in-front of rooms 1-8
- c) Paint the school's exterior
- d) Continue to add murals around campus
- e) Resurface the play-areas with rubber matting
- f) Enclose the elementary eating-area

#### LEARNING RESOURCES

Schedule for textbook replacement (prioritizing e-books)

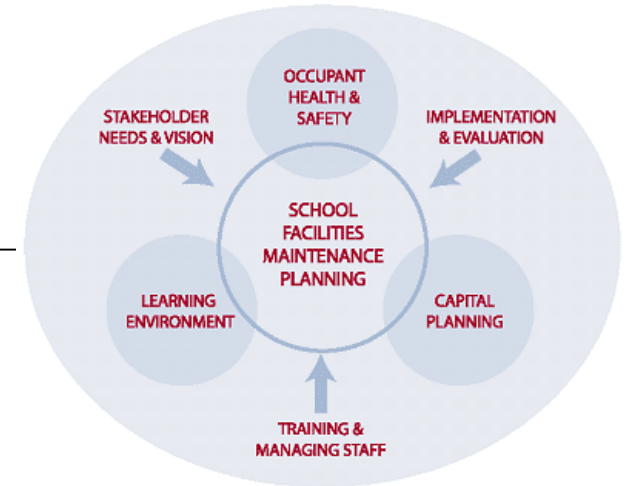
2020-21: Science & Spelling

2021-22: Reading

2022-23: Grammar/vocab/phonics

2023-24: Social Studies

2024-25: Math



## GOAL 4: Offer a 21<sup>st</sup> Century curriculum

STRATEGIC AGENDA: Valley Preparatory school will:

### 1. Continue to develop an inquiry-based approach to teaching & learning, with a focus on the continued development of our **STEAM & IB programs**.

- a) Provide annual Professional Development
- b) Become authorized as an IB World School
- c) Consider implementing the IB-MYP for Middle School (or other ways of extending the IB philosophy into Middle School)
- d) Continue to annually update the PYP units of inquiry
- e) Continue to align the PYP units of inquiry with learning-standards (see 2b below)
- f) Provide annual Professional Development
- g) Continue to add STEAM-projects to each PYP unit of inquiry

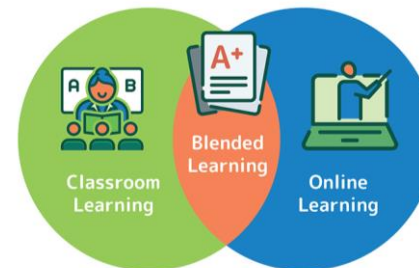


### 2. Effectively articulate the curriculum to all stakeholders by implementing a **Standards-based Grading (SBG)** system

- a) Transition the entire school to the new grade scale (4,3,2,1) by 2022
- b) Continue to annually review & edit the learning standards
  - 2020-21: Math
  - 2021-22: Language Arts
  - 2022-23: Science
  - 2023-24: Social Studies
  - 2024-25: French and Spanish



### 3. Continue to enhance the use of **Blended Learning** to further engage students; differentiate instruction; and better leverage the one-to-one Macbook program. Specifically, many of the platforms first used during the Distance Learning Program of 2020-21 will continue, and teachers will remain current with respect to the implementation of new platforms as they become available.



### 4. Provide for frequent & ongoing collaborative **review of the written, taught, and assessed curriculum**

- a) Ongoing opportunities for reflective dialogue between teachers of different grade-levels.
  - Monthly staff meetings that provide the opportunity to discuss IB units of inquiry
  - Monthly staff meetings that provide the opportunity for brainstorming STEAM activities and incorporating them into IB units.
- b) Ongoing opportunities to collaboratively review and amend the written curriculum
  - Grade-level meetings that provide the opportunity to further develop IB units
  - Opportunities each trimester for classroom teachers & specialist teachers to collaborate on the development of IB units.
- c) Annual review of standardized test scores