

# MANZANO DAY SCHOOL LONG RANGE STRATEGIC PLAN 2013-2017

*Mission Statement:*

"Manzano Day School is dedicated to innovative child-centered education, excellence in teaching, and *Joy in Learning*® to prepare children for a life of discovery and community involvement in our diverse world."

*Environmental Stewardship Statement:*

"Manzano Day School believes responsible environmental stewardship is an integral component of our curriculum and our operations. As a result, we are committed to increasing our environmental activities by utilizing energy efficient and eco-friendly materials in construction and remodeling projects; we are committed to implementing energy and resource conservation in our daily operations."

## **I. STUDENTS**

Manzano Day School shall maintain a full enrollment level of students representing diverse backgrounds. Manzano Day School will demonstrate that our students are receiving child-centered education, that they are experiencing *Joy in Learning*®, that they are creative, self-confident problem-solvers, and that their learning includes fundamental academic disciplines, introduction to foreign language and culture, personal wellness, visual and performing arts, evolving technologies, environmental awareness and growth in citizenship through service learning and community service.

## **II. FACULTY/STAFF/ ADMINISTRATORS**

Manzano Day School shall demonstrate and celebrate excellence in teaching and in the operation of the school. Manzano Day School will demonstrate that our faculty, staff, and administrators are highly qualified, energized, creative, and fully engaged.

## **III. GOVERNANCE**

Manzano Day School's Board of Trustees shall consist of a diverse group of fully engaged and informed community leaders and current parents committed to excellence in education and *Joy in Learning*®.

## **IV. ADVANCEMENT**

Manzano Day School shall have a development infrastructure capable of supporting our future needs and consistent with our mission. We will strive to ensure sustainability of our school through thoughtful fundraising to build our endowment and maintain and preserve our facilities. Manzano Day School's Board of Trustees will be committed to and fully engaged in Advancement initiatives to achieve a level of fundraising which will ensure Manzano Day School's success.

## **V. COMMUNITY**

Manzano Day School shall provide an environment and culture that supports the family and strengthens ties within our internal and external communities. We will build students' citizenship skills through service learning in the classroom and community service projects.

## **VI. FACILITIES**

Manzano Day School's facilities and infrastructure shall create an environment that will allow the mission of the school to flourish. Manzano Day School will preserve and celebrate the history of the school and campuses.

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## I. STUDENT GOALS:

Manzano Day School shall maintain a full enrollment (as defined by board policy) of students representing diverse backgrounds. Manzano Day School will demonstrate our students are receiving child-centered education, are experiencing *Joy in Learning*® and they are creative, self-confident problem-solvers. Their learning will include fundamental academic disciplines, introduction to foreign language and culture, personal wellness, visual and performing arts, use of evolving technologies, environmental awareness, and the responsibilities of citizenship in the 21<sup>st</sup> century.

### A. Admission Goals:

1. Maintain full enrollment, as defined by board policy.

#### *Strategies:*

- Limit attrition through constituent satisfaction consistent with the school's mission.
- Use parent surveys as an indicator of satisfaction.
- Educate parents on school objectives, capabilities and academic successes.
- Utilize various marketing programs to inform the public of the benefits of a Manzano Day School education including social media.

2. Maintain consistent class sizes and student/teacher ratios.

#### *Strategies:*

- Coordinate staffing and class size with revenue projections.
- Balance staffing and class size with market demand as determined from various sources including the Albuquerque Chamber of Commerce, ISAS and NAIS.

3. Continually evaluate tuition to maintain quality educational programming, employment of quality talent in the classroom and the administration, and work to minimize tuition increases year-over-year.

#### *Strategies:*

- Compare Manzano Day School tuition with other regional ISAS schools and other private schools in Albuquerque.
- Evaluate the cost/benefit of a Manzano Day School education compared with other choices in Albuquerque.

4. Provide facilities and programs to accommodate learning diversity.

*Strategies:*

- Educate prospective and current parents on the services and benefits of the Peterson Learning Center for students with certain learning differences.
- Inform prospective parents of complementary educational programming at Manzano Day School including Fenton Ranch, various clubs, Sensations workshops, etc.
- Inform our community and the greater Albuquerque community of the diversity of student social, ethnic and economic backgrounds supported by Board of Trustee policies.

**B. Curriculum Goals:**

Ensure that our curriculum fits our mission. We will continue to support excellence by ongoing curriculum review, evaluation and improvement using measurable outcomes.

1. Through formal and informal review processes continue to define and align the curriculum at Manzano Day School with research based national standards, current research in content areas and current best practices for instructional strategies.

*Strategies:*

- Continue the formal evaluation process of reviewing curriculum standards by teachers and administrators. This process will focus on global perspectives including 21st century learning skills involving critical thinking, communication, collaboration, problem solving and innovation, as well as foreign language and culture.
- Educate parents on current and evolving 21st century educational skills.
- Involve key constituents in the evaluation of curriculum through parent surveys and ongoing communication.
- Ensure that the Science/Fenton curriculum components enhance student's understanding and participation in an environmentally sustainable lifestyle.
- Continue evaluating the performance of curriculum against a composite of appropriate performance measures; allow for differentiation within academic subjects in order to meet a variety of learning styles and academic achievement levels considering the practical restrictions of faculty/student ratio.

2. Continue the process of reviewing written standards of curriculum by teachers and administrators. This review will typically coincide with the state textbook adoption cycle and will focus on global perspectives including foreign language and culture, and 21<sup>st</sup> century learning issues including communication and collaboration. (Note: Curriculum may be reviewed out of order due to changes in national standards or other compelling reasons.)

*Strategies:*

- Educate parents on current and evolving 21<sup>st</sup> century educational issues including communication, collaboration and technology in the classroom.
  - Ensure that the Science/Fenton curriculum will enhance students understanding and participation in an environmentally sustainable lifestyle.
  - Allow for differentiation within academic subjects in order to meet differing learning styles and academic achievement levels. Consider the practical restrictions of faculty/student ratio.
  - Continually refine and use widely accepted benchmarks for evaluating the appropriateness and effectiveness of the curriculum.
3. Ensure consistent implementation of curricula across all grades and classrooms.

*Strategies:*

- Familiarize new staff with Manzano Day School Curricula.
  - Continue grade level and cross-grade level curricula discussions.
  - Use tools like Rubicon Atlas to examine student's learning in prior grades and prepare them for future classes and achievement.
4. Evaluate feedback from Albuquerque ISAS mid-schools on the preparedness of Manzano Day School students upon entering 6<sup>th</sup> grade.

*Strategies:*

- Utilize feedback received from the current program which provides 6<sup>th</sup> grade performance information for some students.
- Consider informal feedback sessions with representatives from local ISAS schools to determine the general overall preparedness of Manzano Day School students after they have experienced 6<sup>th</sup> grade.

**C. Auxiliary Program Goals:**

Auxiliary programs occur outside the regular school day and are income positive. Each Manzano Day School auxiliary program will reflect the mission of the school in meeting needs of students and their families and will be self-supporting.

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1. Investigate the need for additional auxiliary services that can be income positive beyond those already available at Manzano Day School.

*Strategies:*

- Survey significant constituencies to determine needs and evaluate responses to consider changes in or additions to the program.
- Participants in each auxiliary program will be surveyed upon the program's completion.

2. Implement pilot programs for new auxiliary services as opportunities arise.

*Strategies:*

- Differentiate between “wants” and “needs” in light of the school's mission and available resources.

**D. Technology:**

Technology will be utilized within the curriculum to support, complement and enhance the learning process for students, and will be used to support and enhance administrative and classroom management functions of Manzano Day School. Safe and responsible use of technology is part of the 21<sup>st</sup> century learning environment. It is not a substitute for creative teaching, good parental communications or interaction with teachers.

1. Continue the process of evaluating student technology with the goal of developing 21<sup>st</sup> century technology skills appropriate for enhancing students' learning skills.

*Strategies:*

- Develop a consistent plan for faculty development in the area of technology.
- Investigate ways the library can be involved with emerging technologies and student technology use.
- Develop and implement skill expectations based on national standards for each grade level.

2. Explore ways to maximize our current technology and identify future requirements.

*Strategies:*

- Create and implement methodologies for teachers to maximize the use of current technologies as recommended by the ISAS accreditation report dated Fall 2011.

- Develop a methodology for evaluating technology project proposals in terms of educational value (i.e. “do not use technology for technology’s sake”), appropriate metrics and cost/benefit.
  - Develop an equipment replacement plan similar to that being developed for school facilities.
  - Develop a plan to deal with limitations imposed by current communications and connectivity bandwidth constraints including evaluating fiber upgrades. Investigate wireless, cloud computing and other alternatives to our current infrastructure.
3. Research assistive technologies which will be useful for the general student population as well as those students in need of differentiation requiring additional attention.

*Strategies:*

- Use Peterson Learning Center funds to underwrite the research.
  - Share results with public and independent school communities.
4. Identify parental access and application requirements (e. g., on-line payments, access to relevant technical topics including internet safety, and information related to their child’s educational performance including attendance, grades, etc.)

*Strategies:*

- Construct a survey to solicit parent input.
  - Create a task force to develop a proposal for such services, if appropriate.
5. Develop a plan to safely allow students access to other students with similar interests.

*Strategies:*

- Conduct a risk assessment of internet access to other students via existing web sites or other connection opportunities.
- Survey existing sites to determine what connection opportunities exist.
- Contact other ISAS/NAIS schools with similar student bodies to assess possible opportunities for student connection thru the internet.

**E. Financial Aid Goals:**

Manzano Day School is strongly committed to continue to make financial aid available, consistent with our mission to support a diverse community while maintaining fiscal responsibility.

1. Manzano Day School has a goal of fully funding six Wings Scholarships by 2013 for support of qualified students.

*Strategies:*

- Complete funding of Wings of Brotherhood and other incomplete funds.
- Evaluate the amount of funds required for each endowment fund to fully fund each student's educational needs.

2. Revisit how we allocate funds for Wings, financial aid and tuition remission.

*Strategies:*

- Form an ad hoc committee of the Board of Trustees to accomplish this goal.
- Include an assessment of the percentage of budget spent on financial aid, those eligible for tuition remission and the desirable number of WINGS scholarships, balanced against overall financial objectives.

**F. Mission assessment:**

Evaluate Manzano Day School's attainment of its key mission: the education of all students to their potential.

1. Determine how well we are achieving our objectives with all students experiencing *Joy in Learning*®.

*Strategies:*

- Assess the value-added of our recently hired counselor.
- Evaluate the benefits provided our students by the Fenton Ranch and Peterson Learning Center and the Enrichment Center.

2. Develop plans to improve - where appropriate - the educational benefits delivered through Fenton Ranch, the Peterson Learning Center and the Enrichment Center.

*Strategies:*

- Survey parents to determine their knowledge of Fenton Ranch, the Peterson Learning and the Enrichment Center's mission and services.
- Add programs, staff and rebalance programs where appropriate.
- Assess the effectiveness of current individual student plans in light of the potential benefits that both centers deliver.

**II. FACULTY, ADMINISTRATION AND STAFF GOALS:**

Manzano Day School shall demonstrate and celebrate excellence in teaching.

Manzano Day School will also demonstrate that our faculty, staff, and administrators are highly qualified, energized, creative, and fully engaged.

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## **A. Excellence in Execution Goals**

1. Provide an environment of professional growth, aligned with the mission of the school, which supports teacher motivation and development using instructional and classroom management methods supportive of student achievement.

### *Strategies:*

- Continue to examine our process for performance measurement and evaluation.
- Collect feedback from employee and parent surveys and other sources.
- Utilize peer to peer feedback constructively, so that the evaluation process is linked to excellence.
- Continue to understand and recognize developmental levels academically, emotionally, etc.
- Demonstrate knowledge of school curriculum.
- Differentiate student needs while communicating progress to parents.

2. Consistency in student test scores and other measures of success.

### *Strategies:*

- Continue to analyze standardized test results at school, grade and classroom levels.

3. Appropriate levels of continuing education and successful grant requests

### *Strategies:*

- Provide professional development opportunities which ignite teacher passions in teaching and learning.
- Provide information on grant opportunities and support teacher efforts in grant writing.
- Utilize self-evaluation techniques for professional development.

## **B. Compensation Goals:**

1. Within the realistic constraints of the institution's ability to maintain financial well-being, Manzano Day School will maintain a competitive compensation package for all faculty that will allow for the recruitment and retention of teachers who are committed to excellence in teaching.

### *Strategies:*

- Continue to benchmark APS, ISAS, and other independent schools for which data are available to ensure faculty salaries are competitive.

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- Continue the policy of rewarding excellence in teaching, to include raises and awards within fiscal constraints.

**C. Recruitment/Succession/Retention of Faculty/Staff/Administrators**  
**Goals:**

1. Manzano Day School will continue to recruit highly qualified, energized, creative, and fully engaged faculty, staff, and administration.

*Strategies:*

- Continue effective transition strategies as our more experienced work force members near retirement.
- Continue selection of grade level leaders, curriculum representatives and professional development committees, with the goal of improving the quality, experience and effectiveness of faculty members. Include mentoring by the Head of School and the Assistant Head of School in this process.
- Explore the development of part-time employment, within financial constraints, for teacher mentors/instructional coaches utilizing teachers who no longer want full-time employment. Utilize job sharing for teaching and non-teaching positions when appropriate.
- Continue to offer faculty, staff, and administrators opportunities for professional growth and development in an environment that supports job satisfaction and allows development of individual career goals and objectives. Evaluate the effectiveness of these opportunities through annual surveys.
- Continue to update and maintain a technology professional development plan for all professional employees.
- Develop a “work force” plan projecting skill level, compensation and experience requirements for three to five years into the future.

**D. Relationship Development with Manzano Day School Community**  
**Members:**

1. Channels of communication that encourage supportive relationships between faculty, school administration, and the Manzano Day School Board of Trustees, should be maintained in order to further positive, effective, and supportive relationships between all members of our community.

*Strategies:*

- Promote communication with others in the Manzano Day School community through a variety of methods that include but are not limited to web pages, email, phone, personal conferences, newsletters, report cards, interim reports, *Friday Bulletins*, classroom open houses, parent

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surveys, and Manzano Day School Parents Association while maintaining a commitment to environmental goals.

- Work with the Manzano Day School Parents Association and Board of Trustees Development/Marketing Committee to develop more ways to effectively engage parents and friends in volunteer activities.
- Schedule and hold an informal “gathering” of Board members and faculty at the beginning of the school year in order for new Board members to be introduced to the faculty and for new faculty members to be introduced to the Board.
- Continue the practice of having the President of the Manzano Day School Board of Trustees address the faculty at the August and May faculty meetings.

### **III. GOVERNANCE GOALS:**

Manzano Day School’s Board of Trustees shall consist of a diverse group of fully engaged and informed community leaders committed to excellence in education and *Joy in Learning*®.

#### **A. Manzano Day School Board of Trustees shall consist of a diverse group of fully-engaged individuals who are committed to the mission of Manzano Day School in carrying out their Board responsibilities, which are to:**

- Promote the mission of Manzano Day School
- Follow best practices in hiring, evaluating and replacing the Head of School including developing a written transition plan.
- Continue to ensure financial viability through effective fundraising and sound management of facilities, budgets, cash flows, short term reserves and endowments.

#### **B. Identify and recruit effective trustees:**

##### *Strategies:*

- The Trustee Committee shall interview nominees to discuss and establish expectations of being on the Board of Trustees, to ascertain the nominee’s level of commitment and the nominee’s ability to act collaboratively as a board member. Ensure the nominee understands the Board’s role as setting policy, not participating in operations.
- Establish a profile of required skills, mix of backgrounds and other aspects of diversity.

**C. Ensure the Board is fully educated on an on-going basis regarding the Board's role and the responsibilities of Board Members:**

*Strategies:*

- Conduct an initial training session for all new members of the Board, regarding the role of the board, established policies, the corporate structure and the current finances of the school.
- Invest in board quality through planned recruitment, effective training and involvement of all board members.
- Investigate partnering with other ISAS schools to share development activities.

**D. Assess the Board of Trustees' accomplishments, strengths and shortcomings.**

*Strategies:*

- Establish annual goals for the board in areas of finance, participation and policy.
- Conduct a self-evaluation, measuring Trustees' participation and commitment against goals set by the board on an annual basis.

**E. Establish a succession plan for the officers and officers-elect of the Board and periodically review the by-laws of the school:**

*Strategies:*

- The Board Committee On Trustees shall continue to develop and maintain a succession plan.
- The Board shall review the by-laws by year-end 2012 and develop an updated version by the end of school year 2012-13 (June 30, 2013).

**IV. ADVANCEMENT GOALS:**

Manzano Day School shall have a development infrastructure capable of supporting our future needs and consistent with our mission. The school will maintain financial strength consistent with its mission through sustained financial stability and prudent investment of resources.

**A. Manzano Day School's Board of Trustees will be committed to and fully engaged in the Advancement Initiatives to achieve a level of fundraising which will ensure Manzano Day School's success.**

**B. Manzano Day School will continue and refine constituent communication and education about fundraising and development.**

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*Strategies:*

- Maintain and annually review/update written materials for current families and prospective parents, including website materials.
- Review all materials to include annual, capital, and planned giving opportunities including cash, equities, life insurance, annuities and other methods.
- Educate new parents during the admission process, explaining and setting expectations for their involvement with fundraising.
- Maintain and annually review/update a peer family program for new families that will promote the school and provide needed information.
- Continue to implement a consistent Annual Fund Campaign theme.
- Continue to educate the external community, especially the business community, about how Manzano Day School benefits Albuquerque.

**C. Manzano Day School will assess and implement policies to ensure fiscal viability. It is essential that policies reflect the desire to provide an enduring legacy at Manzano Day School.**

*Strategies:*

- Pending Board approval, increase the endowment to at least \$5.0 million by 2017.
- Emphasize planned giving for endowment purposes.
- Establish a planned giving society (e. g., The La Glorieta Society).
- Seek involvement by all constituencies including parents and grandparents, with a focus on planned giving.
- Assess the role of challenge grants in the endowment effort.
- Review and implement an updated investment strategy for reserve funds by end of 2012, using guidelines developed by the Finance Committee and approved by the Board of Trustees.
- Continue the program which designates funding required for land acquisitions, and ensure it is aligned with the facility goals in “VI Facilities” below.
- Develop a funding plan within five years for the implementation of the preservation plan for the La Glorieta structure.
- Implement fiscal policies to segregate deferred maintenance funds for use in routine maintenance and upgrade of facilities.
- Include funding for financial aid in fiscal planning.
- Increase and then maintain current parent participation in our Annual Fund at 95% or more.
- Formalize plans for the proposed capital campaign to achieve endowment goals.

- Identify and increase our corporate donor base for fundraising.
- Support the Business Task force established by the Development/Marketing Committee to identify and recruit for business partnerships.

**D. Increase participation in all fundraising.**

*Strategies*

- Continue to educate parents on fundraising expectations during the admission process.
- Identify alumni not currently in our data base.
- Continue branding efforts.
- Investigate additional fund raising methods including on-line donations, becoming eligible for Federal employees to give through the Combined Federal Campaign, and others.
- Continue to communicate to our parents the purposes and benefits of fundraising, and the role parents play in fundraising.

**E. Continue to increase the percent of those giving and total dollars given toward fundraising goals. Do these things while promoting the Manzano Day School vision, culture and core values both internally and externally.**

*Strategies:*

- Increase positive media coverage through website and internet, local television, magazine, and other media features.
- Develop and use specific venues and events to reach parents, grandparents, alumni, business, and other identified segments for fundraising.
- Reinforce core values at every opportunity.

**V. COMMUNITY GOALS:**

Manzano Day School will provide an environment and culture that supports the family and strengthens the ties within our internal and external communities.

**A. Increase the visibility and name recognition of Manzano Day School in the community while maintaining the School's reputation for quality.**

*Strategies:*

- Develop and maintain a media plan to encourage and solicit positive media coverage promoting our mission and purpose in the community.
- Continue to open Manzano Day School facilities to appropriate outside groups and track that usage for future publicity and fundraising purposes.

- Investigate partnering with businesses and/or other non-profits in the community (i.e. service projects).
- Investigate hosting a summer program for low-income students.

**B. Increase overall parent satisfaction consistent with our mission.**

*Strategies:*

- Continue to investigate methods to communicate effectively with our parents regarding our mission and educational goals.
- Use and update an informational brochure about parental involvement at Manzano Day School.
- Continue to have Head of School and other key staff available to parents (stated open door policy, etc.) to supplement teacher and counselor support.
- Enhance the use of the Manzano Day School web page, teacher web pages and social media to communicate current events and announcements to parents.
- Continue Manzano Day School Parents Association forum meetings with the Head of School.
- Continue to track the results of the parent survey, attrition, and reasons for changes in trend.

**VI. FACILITIES GOALS:**

Manzano Day School's facilities and infrastructure will create an environment that will allow the mission of the school to flourish. Manzano Day School will preserve and celebrate the history of the school and campus.

**A. Develop a fiscally achievable facilities renovation and maintenance plan for the main campus to include all facilities, while promoting environmentally sustainable practices.**

*Strategies:*

- Develop a baseline implementation plan for the technology infrastructure needed for La Glorieta.
- Develop a schedule and scope for renovations and maintenance of all facilities.
- Include the Cornerstones Community Partners recommendations regarding preservation of La Glorieta, where appropriate.
- Coordinate facilities plans with finance and development programs to ensure that funding for these projects is available on schedule.
- Use environmentally friendly materials where appropriate and affordable.

**B. Continue the execution of fiscally responsible facilities renovation/maintenance plans for Fenton Ranch.**

*Strategies:*

- Continue a facilities assessment similar to the assessment done on the main campus which will reflect program needs at Fenton.
- Define required funding and time frame.

**C. Acquire appropriate land as available.**

*Strategies:*

- Update a prioritized map of the surrounding properties.
- Evaluate the potential uses and related costs of additional land purchases.
- Revisit parking requirements in odd years and report to the board on status, needs, and changes including the status of alternative parking arrangements.
- Consider land acquisition adjacent to and/or close to Fenton Ranch property in the context of program needs and opportunities.

**D. Continue to evaluate the school's fleet of vehicles and appropriate replacement needs.**

*Strategies:*

- Analyze the age and condition of the cars and buses.
- Analyze the usage levels of the vehicles.
- Maintain and update a replacement plan, which includes investigation of more efficient and/or sustainable fuels, consistent with the school's green initiative.
- Analyze green opportunities (e. g. E-85 gasoline, biodiesel, etc.) in the context of the cost of production and impact on the environment versus perceived benefits.

**E. Update landscape plan, playground design and signage that reflect the core values of Manzano Day School.**

*Strategies:*

- Update a landscape plan that integrates aesthetics, playground safety, water conservation and effective drainage.
- Evaluate existing signage requirements for the exterior and interior of the campus which complies with regulations and makes the campus as user-friendly as possible.
- Include campus and personnel security and safety issues in all planning.

**F. Consider use of alternative energy sources where appropriate**

*Strategies:*

- Investigate funding opportunities for installation of photovoltaic system on the roof of the gymnasium.
- Investigate a demonstration project for wind energy at Fenton Ranch.
- Analyze use of alternative energy technologies in light of both financial benefits and educational benefits.