



# Manzano Day School

## Long Range Plan

### Executive Summary

#### 2017-2021

#### **Manzano Day School Mission:**

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

#### **Long Range Plan Executive Summary:**

In furtherance of the School's Mission, the Board of Trustees, in concert with key School constituencies, has created a substantial and comprehensive five (5) year long range plan touching on the many elements that constitute the Manzano Day School Difference. The School's Board of Trustees, Administration, and Faculty are committed to excellence in elementary education and fulfillment of the School's Mission. This long range plan is a key guiding tool intended to be a living document providing the flexible structure from which the School will continue to strive for excellence and fulfill its Mission.

#### **Key Elements of the Manzano Day School Difference:**

**Curriculum/Student Life:** Manzano Day School shall demonstrate that: (i) our students are receiving child-centered education; (ii) they are experiencing *Joy in Learning*<sup>®</sup>, (iii) they are creative, self-confident problem-solvers; and (iv) their learning includes fundamental academic disciplines, introduction to foreign language and culture, personal wellness, visual and performing arts, evolving technology, environmental awareness, and growth in citizenship through service learning. The School will continue to assess the experience of its students to ensure fulfillment of the School's Mission.

**Faculty/Staff/Administration:** Manzano Day School shall ensure excellence in teaching and operation of the School by recruiting, training, and retaining faculty, staff, and administrators who are highly qualified, energized, creative, fully engaged, and committed to the School's Mission. The School will continue to offer a culture of collaboration, meaningful professional development, and competitive compensation consistent with the School's Mission.

**Admission:** Manzano Day School shall ensure its ongoing viability and accessibility through full enrollment of students who are representative of our diverse community. The School will ensure that the benefits of the Manzano Day School Difference are appropriately communicated and branded to attract a diverse and capable student body.

**Financial Sustainability:** Manzano Day School shall continually strive for long-term financial strength and sustainability, while balancing the dual goals of tuition accessibility and generating sufficient revenues to fulfill its Mission. The School will continue to assess tuition revenues and investment opportunities while utilizing Independent School best practices in its financial management.

**Advancement:** Manzano Day School shall maintain a development infrastructure that engages all School constituents, follows best practices, is capable of supporting current and future fundraising needs, and is consistent with the School’s Mission. The School will endeavor to fully utilize its advancement resources for a robust and successful development process, which maximizes donor contributions, increases financial accessibility for all families, and supports fulfillment of the School’s Mission.

**Facilities:** Manzano Day School’s facilities and infrastructure shall create an environment that allows the School’s Mission to flourish. The School will: (i) preserve our excellent educational facilities and consider the opportunity for historic preservation; (ii) ensure our facilities are safe and secure; (iii) consider the physical implications of expansion of school activities; (iv) analyze ways to increase the usefulness of existing facilities; (v) evaluate the benefits of installing a photovoltaic system; (vi) consider the cost/benefit of expanding auxiliary offerings such as bus service; (vii) monitor and maintain key physical assets; and (viii) assess the impact of community developments on campus access and safety.

**Technology:** Manzano Day School shall maintain adequate technology infrastructure to support *Joy in Learning*<sup>®</sup> and meaningful communication among School community members.

**Governance:** Manzano Day School’s Board of Trustees shall consist of a diverse group of fully engaged and informed members who utilize best practices to ensure the ongoing success of the School and fulfillment of the School’s Mission.

**Community:**

**External:** Manzano Day School shall endeavor to have a positive impact in its surrounding community by modeling its Mission and excellence in elementary education, thereby raising awareness of the School. The School will also strive to be an active participant in its community, bringing its expertise and resources to bear as appropriate.

**Internal:** Manzano Day School shall provide an environment and culture that supports a diverse and inclusive student body and professional staff wherein students and their families are supported, engaged, and experience *Joy in Learning*<sup>®</sup>. The School will ensure that its professional staff, along with the Manzano Day School Parents Association, continues to engage and support students and their families.

**Environmental Stewardship:** Manzano Day School believes fiscally 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, and to implementing energy and resource conservation in our daily operations.



# Manzano Day School

## Long Range Plan

### Glossary of Terms

1. CLA- Clifton Larsen Allen
2. NAIS - National Association of Independent Schools
3. DASL - Data and Analysis for school leadership
4. ISAS - Independent Schools Association of the Southwest
5. CASE - Council for Advancement and Support of Education
6. Moves Management - Process by which a prospective donor is taken from cultivation to solicitation
7. Wings Endowed- Program that provides full scholarships and related support from kindergarten to fifth grade to academically promising students from families with severely limited financial resources. Awarded to one incoming kindergarten student each year.
8. Finalsite - Manzano Day School's website provider
9. MDSPA - Manzano Day School Parents' Association
10. Cloud - Internet based off-site hosting and storage of computing needs and information.
11. APS - Albuquerque Public Schools
12. 5Cs - Critical Thinking, Communication, Collaboration, Compassion, and Creativity
13. Sensations - After school program that offers specialized workshops to students for an additional fee.
14. Math Olympiad - After school activity focused on math enrichment and problem-solving skills. Students compete on math problems with other students nationally.
15. ISTE - International Society for Technology in Education
16. ASCD - Association for Supervision and Curriculum Development
17. Grit – A psychological term for a cognitive trait that describes ones resilience and perseverance.
18. Horizontal and Vertical Curriculum - Curriculum which is used horizontally within a grade level as well as vertically across grade levels above and/or below.
19. Atlas Curriculum - Atlas Rubicon is a program that allows teachers to create a map of current curriculum and align the curriculum to state and national standards. Curriculum can then be shared horizontally within a grade level or vertically across grade levels.

**Curriculum/Student Life:** Manzano Day School shall demonstrate that: (i) our students are receiving child-centered education; (ii) they are experiencing *Joy in Learning*®; (iii) they are creative, self-confident problem-solvers; and (iv) their learning includes fundamental academic disciplines, introduction to foreign language and culture, personal wellness, visual and performing arts, evolving technology, environmental awareness, and growth in citizenship through service learning.

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Analyze the schedule to ensure it maximizes students' learning experiences and <i>Joy in Learning</i> ® at Manzano Day School	Review among professional staff	Administration Faculty	Review complete by May 2018	Other ISAS and NAIS schools	Findings will be presented at a faculty meeting	Create a committee to investigate scheduling	
Investigate ways to maximize activities outside the school day	Explore expanding after school workshops and clubs	Administration Faculty	Ongoing	Other schools	Updates will be provided to the community at large	Begin a conversation with the Director of Extended Day and other interested constituents  Investigate what other schools are doing	Financial Sustainability  Facilities
Investigate ways to increase accessibility of facilities including buildings, playground equipment, and bathrooms	Facility analysis	Board of Trustees Administration Faculty	Review complete by May 2018	Facilities Committee Interested constituents Other schools	Updates will be presented to the Board from Head of School, Director of Finance and Operations, and Chair of Facilities Committee	Evaluate bathrooms, playground equipment, sidewalks, and ramp needs	Facilities

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Provide group professional development opportunities for teachers	Survey professional staff and coordinate with the Assistant Head of School	Administration Faculty	Ongoing	APS title funding  Grant opportunities  Consultants  Feedback from professional staff	Updates to the Board and professional staff		Faculty/Staff/ Administration
Continue to integrate/implement 5Cs (Communication, Collaboration, Critical Thinking, Creativity, and Compassion) into curriculum	Professional staff modeling	Administration Faculty	Ongoing	ISTE  ASCD  Professional development opportunities such as Building Learning Communities	Faculty  Administration		Faculty/Staff/ Administration
Review the Admission process to continue to ensure a child has the best chance for success at Manzano Day School	Educate community on best practices in Admission	Administration Professional staff	Review complete by May 2018	Other ISAS and NAIS schools	Director of Admission and Financial Aid and Assistant Head of School will report to the Board	Investigate Admission procedures at like schools	Admission

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Continue to educate the whole child	<p>Focus on Core Values, GRIT, and other appropriate life skills</p> <p>Continue to build citizenship through service learning</p> <p>Evaluate the curriculum to ensure a balance of mid-school readiness and developmentally appropriate curriculum</p>	Administration and Faculty	Ongoing	<p>School counselor</p> <p>Other ISAS and NAIS schools</p> <p>Current educational research</p>	Updates will be reported to the community	Explore professional development opportunities for faculty and staff	Community
Provide parents with the opportunity for education on relevant issues	Ongoing education about reading, the 5Cs (Communication, Critical Thinking, Creativity, Collaboration, and Compassion), and other relevant issues	Administration Faculty MDSPA	Annually	ISAS NAIS ASCD	Parent education opportunities will be publicized and reported to the Board	<p>Identify schools with successful parent education model</p> <p>Investigate ways to use technology to expand opportunities</p>	Community
Educate community about differentiated curriculum within the grade level and articulation between grades	<p>Continued communication</p> <p>Team meetings</p> <p>Use Friday Bulletin, web site, and MDSPA meetings</p>	Administration Faculty	Ongoing	Atlas	Report card will be revised to reflect alignment	Complete Atlas curriculum input	

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Explore consistent language for report cards	Review report card process	Administration Faculty Atlas	Draft complete by May 2018	ASCD Educational research Other schools	Report card will be revised to reflect alignment	Continue the process with the Report Card Committee	
Continue curriculum that provides the opportunity for students to participate in environmentally sustainable practices	Explore opportunities beyond garden, recycling, Fenton Ranch, Fenton classroom, science lab, and earth week	Administration Faculty	Ongoing		Updates will be reported to the community		
Continue to build citizenship through service learning and service learning opportunities	Review service learning opportunities	Administration Faculty	Ongoing	Other schools and community-based or service-oriented organizations	Assistant Head of School report	Map out and review service learning across the grades to provide a sense of what students are exposed to throughout their time at Manzano	Community
Explore a 1:1 device program	Review national trends and research  Review discussions, decisions, and implementation at like schools	Head of School Assistant Head of School Director of Technology	By 1/2017	Like schools Grants	Update to LRP		

**Faculty/Staff/Administration:** Manzano Day School shall ensure excellence in teaching and operation of the School by recruiting, training, and retaining faculty, staff, and administrators who are highly qualified, energized, creative, fully engaged, and committed to the School’s Mission.

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability /Measurability	Next Steps	Links to Other Strategies
Manzano Day School will maintain a competitive benefits package that will allow for recruitment and retention of employees who are committed to excellence within the financial parameters available	Comparisons with private schools at the local, regional, and national levels, as well as with APS  Employee survey	Board of Trustees  Administration	Annually	NAIS  ISAS  Other independent schools  APS  Surveys  ABQ economic development information	Appropriate retention and recruitment of qualified professional staff  Measure professional staff attrition to competitor schools		Financial Sustainability
Continue the policy of rewarding excellent work by employees within fiscal constraints	Discussion of merit pay  Feedback from Head of School	Head of School	Annually	Budget	Update to LRP		Financial Sustainability
Continue to recruit highly qualified, fully engaged employees.	Inclusivity in hiring process	Administration  Faculty	Annually	ISAS  Other independent schools  APS  Personal recommendations	Update to LRP		Curriculum/ Student Life

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability /Measurability	Next Steps	Links to Other Strategies
Continue to adequately research and fund professional development opportunities	<p>Survey needs of faculty</p> <p>Continue to evaluate opportunities to integrate the 5Cs Communication, Critical Thinking, Creativity, Collaboration, and Compassion</p> <p>Investigate ways to provide time for collaboration and collegiality</p> <p>Investigate grant opportunities</p>	<p>Administration</p> <p>Key faculty members</p>	Annually	<p>Budget</p> <p>Grants</p> <p>Donor gifts</p>	<p>Professional staff survey</p> <p>Update to LRP</p>	<p>Continue to offer opportunities for professional and personal growth</p> <p>Mentoring by Head and Assistant Head of School</p>	
Investigate resources for new and returning employees to be successful and implement improvement strategies	<p>Provide mentor teachers for new to Manzano Day School teachers</p> <p>Evaluation</p> <p>Professional development</p>	<p>Administration</p> <p>Key faculty members</p> <p>Team Leaders</p>	Ongoing		Update to LRP	Encourage collaboration with more experienced employees	
Plan for and execute replacement of key personnel	<p>Use placement agencies as appropriate</p> <p>Limit surprises through meaningful conversations</p>	<p>Board of Trustees</p> <p>Administration</p> <p>Consultant</p>	Ongoing	<p>ISAS</p> <p>NAIS</p> <p>Other Independent schools</p>	Update to LRP	Using effective transition strategies	

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability /Measurability	Next Steps	Links to Other Strategies
Review faculty evaluation process aligned with the mission	Best practices survey	Administration Faculty		ISAS NAIS Other Independent schools	Create an updated evaluation process	Head of School and Assistant Head of School will review evaluation process	
Optimize communication with our constituents using best practices to help ensure greatest chance for student success	Use all appropriate means of communication including conversations, email, surveys, up-to-date web and social media information  Ensure continued coordination of communication to constituents within and between grade levels	Professional staff	Ongoing	Personal and interpersonal relationships	Parent survey Update to LRP	Training when necessary  Create open lines of communication that encourage supportive relationships among all constituents	

**Admission:** Manzano Day School shall ensure its ongoing viability and accessibility through full enrollment of students who are representative of our diverse community.

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Identify Manzano Day School strengths that are appealing to a diverse prospective audience	Explore objective measures for marketing curriculum strength  Ensure we promote what Manzano Day School offers that other schools do not	Admission Office  Administration  Admission & Marketing Committee	2016-2017	Administration  Admission & Marketing Committee  Focus Groups  Admission Office	Summary of findings	Arrange focus groups to explore Manzano Day School strengths	
Develop and communicate the Manzano Day School experience among prospective families and the community at large	Create a compelling message that appeals to a diverse audience  Identify the most effective and cost efficient channels to carry the message	Admission Office  Administration  Admission & Marketing Committee	2016-2017	Administration  Admission & Marketing Committee  Consultants  Admission Office	Board approved advertising campaign	Arrange focus groups  Identify additional expertise as needed	
Maximize the use of the website	Work to make the website more dynamic  Increase search engine optimization and generate online leads	Admission Office  Administration  Admission & Marketing Committee	Ongoing	Administration  Admission & Marketing Committee  Finalsite Training  Technology Department  Consultants  Admission Office	Report on benchmarks to the Board of Trustees	Finalsite training (in progress)  Google ads approved  Gather data to establish benchmarks	Technology Department  Technology Committee

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Increase awareness of Manzano Day School through feeder schools as well as businesses and professional groups	<p>Develop programs that will introduce these groups to the School and bring them on campus</p> <p>Develop outreach programs with local businesses</p> <p>Utilize Community Day to fuller extent</p>	<p>Admission Office</p> <p>Administration</p> <p>Admission &amp; Marketing Committee</p>	Ongoing	<p>Administration</p> <p>Admission &amp; Marketing Committee</p> <p>Development Office</p> <p>Trustees</p> <p>Admission Office</p>	Provide Board update	<p>Develop a contact list for Admission Office use</p> <p>Gather information on attendance</p>	Advancement
Continue high matriculation rates of new students	Continue to provide an outstanding campus visit experience and follow through on all inquiries	<p>Admission Office</p> <p>Administration</p>	Ongoing	<p>Administration</p> <p>Admission &amp; Marketing Committee</p> <p>Trustees</p> <p>Admission Office</p>	Meet or exceed historical matriculation goals	Add hand-written notes to current follow-through	
Extend the reach of the Admission team	Encourage and facilitate the involvement of parents, faculty, and staff in communicating our strengths	<p>Admission Office</p> <p>Administration</p> <p>Admission &amp; Marketing Committee</p>	Ongoing	<p>Administration</p> <p>Admission &amp; Marketing Committee</p> <p>MDSPA</p>	Established program	<p>Create parent ambassador program (include training for open houses)</p> <p>Develop a 30-second "elevator speech" for a broad group to use to promote Manzano Day School with a consistent message</p>	Advancement

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Explore the viability of student body growth	Analyze incremental ways to grow the enrollment  Analyze expansion of school	Admission Office  Administration  Admission & Marketing Committee  Finance Committee  Facilities Committee  Board of Trustees	Annually	Admission Office  Administration  Admission & Marketing Committee  Finance Committee  Facilities Committee  Board of Trustees	Summary of findings and recommendations	Work with other Committees as needed	Financial Sustainability  Facilities
Increase the effectiveness of the Manzano Day School message by increasing the synergy across all communication vehicles	Create a gold standard or template for all communication materials  Consistent branding on all materials and merchandise	Admission Office  Administration  Admission & Marketing Committee  MDSPA  Faculty	2016-17/ Ongoing	Admission Office  Admission & Marketing Committee  MDSPA  Consultants	Meet established guidelines	Create inventory of existing communication vehicles  Establish parameters for use of the Manzano Day School message	Curriculum/ Student Life
Assess Admission resources and the allocation of those resources	Identify scope of work on increased communication/ branding needs	Admission Office  Administration  Admission & Marketing Committee  Board of Trustees	2016-17	Admission Office  Development Office	Report to Board of Trustees	Analyze current workload and future needs	Advancement

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Ensure enrollment remains at full budgeted amount	Continue to review annual enrollment to ensure appropriate levels of financial aid to allow Manzano Day School to balance accessibility and financial sustainability	Admission Office  Administration  Board of Trustees	Annually	Admission Office  Finance Committee  Administration  Admission & Marketing Committee	Enrollment reports	Review regularly	Financial Sustainability
Maintain high retention rates of returning students	Continue to collect and analyze Parent Survey		Ongoing	Administration	Provide Board with Manzano Day School attrition rates and compare to national norms	Track Manzano Day School attrition rates	

**Financial Sustainability:** Manzano Day School shall continually strive for long-term financial strength and sustainability, while balancing the dual goals of tuition accessibility and generating sufficient revenues to fulfill its Mission.

Goals/Strategies	Responsible Party	Time Frame	Resources	Accountability/Measurability	Next Steps	Links to Other Strategies
Conduct five-year planning budget estimates annually to ensure that there are sufficient revenues to cover planned expenditures and salary increases	Finance Committee	Annually	Business Office	Annual report to Board		Admission Advancement Faculty/Staff/Administration
Continue to monitor the retirement plan provider to ensure fiduciary obligations to the institution are met	Finance Committee	Annually	Head of School Finance Committee Business Office	Annual report to Board		Faculty/Staff/Administration
Require annual report to the Board of Trustees from the retirement plan service provider	Finance Committee	Annually	CLA	Annual report to Board		Faculty/Staff/Administration
Require annual presentation to the Board of Trustees from the Albuquerque Community Foundation about Manzano Day School investments	Finance Committee	Annually	Board of Trustees	Annual presentation		Advancement
Ensure the Board of Trustees receives an annual update regarding the comprehensive financial state of the School	Finance Committee Administration	Annually	Business Office	Written report		
Explore alternative investment vehicles for short-term, medium-term, and long-term funds in order to maximize investment returns, in accordance with our investment objectives and risk tolerance levels	Finance Committee	End of 2017	Third party investment advisors	Written proposal to Board		Advancement
Research, update, and implement educational non-profit financial best practices in areas of budgeting, accounting, cash management, investments, and debt management	Finance Committee	2018 fiscal year	NAIS DASL online tool	Report every two years		

Goals/Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Conduct appropriate due diligence by evaluating tuition levels in light of admission, regional ISAS schools, Albuquerque private schools, and the overall cost of living to balance both accessibility and sustainability	Finance Committee	Annually	Head of School Administration	Analysis and report to Board		Admission
Review financial aid awards annually and consider plans to increase the number and size of financial awards in a sustainable manner to increase the accessibility of Manzano Day School	Board of Trustees Ad hoc committee	Annually each fall	Financial Aid Committee Board of Trustees	Written report and proposal to Board regarding financial aid awards		Admission Advancement Curriculum/Student Life
Review Wings endowments and Wings Angels and update projections to confirm 20-year sustainability	Board of Trustees	Every three years	Albuquerque Community Foundation	Written report to Board Written proposal of any changes		Advancement
Assess the viability and timing of adding more Wings scholarships through additional endowments and the potential impact on our current General Endowment capital campaign	Board of Trustees	Every three years	Board of Trustees Administration	Update to LRP		Advancement Admission
Develop written policy for endowment distributions	Finance Committee	2018 fiscal year	Finance Committee ISAS	Written proposal to Board		Advancement
Explore mission-based opportunities for growth of auxiliary revenues	Finance Committee Board of Trustees	2017-2021 fiscal years	Administration Faculty	Written report		Facilities Faculty/Staff/Administration
Evaluate opportunities for school growth	Board of Trustees	Annually	Administration Board of Trustees Consultant	Written report		Facilities Admission

Goals/Strategies	Responsible Party	Time Frame	Resources	Accountability/Measurability	Next Steps	Links to Other Strategies
Ensure salaries are competitive to attract and retain the most qualified faculty and staff	Finance Committee Administration	Annually	Head of School Board of Trustees NAIS ISAS Albuquerque Economic Development	Written report to Board		Faculty/Staff/Administration
Identify alternative, non-traditional faculty and staff benefits	Finance Committee Head of School	Annually	Head of School Board of Trustees	Written proposal to board		Faculty/Staff/Administration

**Advancement:** Manzano Day School shall maintain a development infrastructure that engages all School constituents, follows best practices, is capable of supporting current and future fundraising needs, and is consistent with the School’s Mission.

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
<p>Optimize utilization of all Advancement resources</p>	<p>Conduct full assessment of Advancement capabilities</p> <p>Define process for setting Advancement goals</p> <p>Review and update written job descriptions of Development Office staff</p> <p>Formalize internal staff advancement committee to coordinate communication, marketing, publication, media, and website efforts and needs</p>	<p>Development Office</p> <p>Development Committee</p> <p>Board of Trustees</p>	<p>2017- 2019</p>	<p>CASE/NAIS</p> <p>ISAS</p> <p>Outside consultant within financial resource constraints</p>	<p>Written plan and process</p> <p>Updated job descriptions</p> <p>Create school-wide communications plan</p>	<p>Contact other institutions for best practices</p> <p>Formalize current internal advancement processes</p>	

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
<p>Create process of donor identification and development</p>	<p>Expand repository for constituent relationships, systems for prospect identification, and moves management process</p> <p>Develop strategies for expansion of Alumni Relations efforts</p> <p>Identify new potential major donors and funnel leads into the Major Gifts process</p> <p>Inspire donors to participate fully within their financial capability</p>	<p>Development Office</p> <p>Development Committee</p>	<p>January 2018</p>	<p>CASE/NAIS</p> <p>ISAS</p> <p>Blackbaud</p> <p>External donor research database</p> <p>Other Independent schools</p>	<p>Written process</p> <p>Annual report</p>		
<p>Expand Major Gifts program</p>	<p>Formalize Major Gifts program development tactics</p> <p>Broaden Major Gift process to include key participants such as trustees, Manzano Day School professionals, and volunteers in the Advancement cycle</p> <p>Ensure personalized cultivation and stewardship of current and future major donors</p> <p>Continue to expand planned giving program</p>	<p>Development Office</p> <p>Development Committee</p> <p>Board of Trustees</p>	<p>Within three years</p>	<p>CASE/NAIS</p> <p>ISAS</p> <p>Other Independent schools</p>	<p>Annual report</p>		

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
<p>Continue successful Annual Fund campaign and special events</p> <p>Educate families annually regarding annual fund usage</p>	<p>Formalize process for identifying volunteer chairpersons for Annual Fund and special events</p> <p>Formalize knowledge transfer process between current and future volunteer chairpersons for Annual Fund and special events</p> <p>Update annually</p> <p>Ensure event information continues to be accessible to volunteers</p>	<p>Development Office</p> <p>Development Committee</p>	<p>Annually</p>	<p>Parent volunteers</p> <p>Board of Trustees</p>	<p>Annual report of funds raised and participation rates</p> <p>Written handbook for Annual Fund and special events chairs</p>		
<p>Ensure successful completion of current endowment campaign</p>	<p>Allocate 2017 and 2019 Gala net proceeds to General Endowment</p> <p>Continue direct solicitation of major donors</p> <p>Expand participation of Board of Trustees</p>	<p>Development Office</p> <p>Development Committee</p> <p>Head of School</p> <p>Board of Trustees</p>	<p>June 30, 2019</p>	<p>Internal and external donor databases</p> <p>Professional staff</p> <p>Volunteers</p>	<p>Total funds raised for General Endowment</p>		

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
<p>Ensure Wings endowment is fully funded in perpetuity</p>	<p>Continue to allocate net proceeds from annual Golf Tournament to Wings</p> <p>Explore potential for additional Wings endowments in the future</p>	<p>Development Office</p> <p>Development Committee</p> <p>Board of Trustees</p>	<p>Every three years</p>	<p>Albuquerque Community Foundation</p> <p>Board of Trustees</p> <p>Volunteers</p>	<p>Funds raised from annual Golf Tournament and other donors</p> <p>Written report on feasibility of future Wings endowments</p>	<p>Formalize endowment campaign</p> <p>Successfully complete brick program</p> <p>Implement small group cultivation and solicitation on events</p> <p>Ensure Gala proceeds for 2017 and 2019 are allocated to General Endowment</p> <p>Formalize a directory of donors</p>	<p>Financial sustainability</p>

**Facilities:** Manzano Day School’s facilities and infrastructure shall create an environment that allows the School’s Mission to flourish.

<b>Goals/Strategies</b>	<b>Responsible Party</b>	<b>Time Frame</b>	<b>Resources</b>	<b>Accountability /Measurability</b>	<b>Next Steps</b>	<b>Links to Other Strategies</b>
Evaluate play spaces for sufficiency and security; create a replacement cost analysis plan; evaluate opportunities for shade and lunch spaces	Administration Facilities Committee	1/2017	Professional staff Facilities Committee Landscape Consultant	Create a process for evaluation	Document process	Financial Sustainability Faculty/Staff/ Administration Community Governance
Use landscaping to improve campus appearance and security	Administration Facilities Committee	1/2017	Appropriate school personnel Facilities Committee Landscape consultant	Create a process for evaluation	Document process	Financial Sustainability
Consider the implications of proposed ART bus system to Manzano Day School campus traffic flow; recommend solutions to identified problems	Ad hoc committee MDSPA	1/2017	Input from City of Albuquerque Professional staff	Action plan for Board consideration	Form ad hoc committee	Financial Sustainability Faculty/Staff/ Administration Community
Evaluate the need and best locations for additional water fountains on the main campus; utilize freeze proof fountains if practicable	Business Office	3/2017	Professional staff	Evaluation and plan	Obtain bids	Financial Sustainability
Work with Board colleagues to maintain an appropriate level of reserves for emergencies and unbudgeted needs	Finance Committee	4/2017	Professional staff Board of Trustees	Policy in place by 4/2017	Lead from Finance Committee	Financial Sustainability

Goals/Strategies	Responsible Party	Time Frame	Resources	Accountability /Measurability	Next Steps	Links to Other Strategies
Explore opportunities for increasing auxiliary program income through improved facilities including cost/benefit analysis.	Professional staff Board of Trustees	2017-21 fiscal years	Professional staff Board of Trustees	Board approved document	Consider forming ad hoc committee	Financial Sustainability  Faculty/Staff/ Administration  Community
Consider the cost/benefit of additional services for after school activities (e.g., dinner after the book sale)	Professional staff Board of Trustees	2017-21 fiscal years	Professional staff Board of Trustees	Board approved document	Consider forming ad hoc committee	Financial Sustainability  Faculty/Staff/ Administration  Community  Governance
Evaluate expanding bus services with additional routes, additional stops, or service after special events including cost/benefit analysis	Professional staff Board of Trustees	2017-21 fiscal years	Professional staff Board of Trustees	Board approved document	Consider forming ad hoc committee	Financial Sustainability  Faculty/Staff/ Administration  Community  Governance
Develop a system to track major school resources (e.g., roofs, a/c units, boilers, motors, etc.) and identify required reserves for future replacement	Business Office	1/2018	Software tool to track and manage	Creation of an inventory and replacement plan	Identify useful and affordable software tool	Financial Sustainability
Evaluate the implications for existing and new facilities should a decision be made to grow the school; add auxiliary programs; expand offerings at Fenton Ranch	Administration Board of Trustees	1/2019	Professional staff Board of Trustees	Approval of a plan, as necessary	Board discussion	Advancement  Admission  Financial Sustainability
Explore best/better uses of existing properties and best uses for potential additional properties including required infrastructure	Professional staff Board of Trustees	Annually	Professional staff Board of Trustees	Board approved document	Consider forming ad hoc committee	Financial Sustainability  Faculty/Staff/Admin  Community

Goals/Strategies	Responsible Party	Time Frame	Resources	Accountability /Measurability	Next Steps	Links to Other Strategies
Evaluate and document opportunities to purchase additional properties at the main campus and at Fenton Ranch	Business Office	Ongoing	Professional staff	Presentation of documents	Execute	Financial Sustainability Faculty/Staff/ Administration Community
Continue to evaluate the options to install a photovoltaic system at the main campus	Facilities Committee	Ongoing	Professional staff Facilities Committee	Receipt of proposal	Contact other nonprofits and vendors	Financial Sustainability
Continue to evaluate opportunities to expand Fenton Ranch outdoor education facilities	Professional staff Facilities Committee	Ongoing	Professional staff Facilities Committee	Periodic reports to the Board	Committee discussion and investigation	Faculty/Staff/ Administration Community
Continue to evaluate main campus security and accessibility; extend evaluation to Fenton Ranch	Professional staff Facilities Committee	Ongoing	Professional staff Facilities Committee	Periodic reports to the Board	Committee discussion and investigation	Financial Sustainability Faculty/Staff/ Administration Community Governance
Evaluate opportunities for additional green and environmentally friendly initiatives at the main campus and at Fenton Ranch	Business Office Professional staff	Ongoing	Professional staff	Develop proposals	Solicit ideas	Financial Sustainability Faculty/Staff/ Administration Community Governance
Coordinate with Technology Committee on infrastructure needs to meet School's mission	Facilities Committee Technology Committee	Ongoing	Director of Technology Administration	Updates to LRP		Technology

**Technology:** Manzano Day School shall maintain adequate technology infrastructure to support *Joy in Learning*<sup>®</sup> and meaningful communication among School community members.

Goals/Strategies	Responsible Party	Time Frame	Resources	Accountability /Measurability	Next Steps	Links to Other Strategies
Continue to evaluate the adequacy of technology infrastructure to fulfill the School's mission	Director of Technology Technology Committee	Annually	Technology Committee Vendors	Update to LRP		Facilities
Consider alternatives for the current student information system	Technology Committee Professional Staff	2018-19	Vendors Consultant	Written proposal		Admission
Create and implement a “cloud” policy for Manzano Day School	Director of Technology Technology Committee Professional staff	2018-19	Technology Committee	Written policy		Curriculum/Student Life Faculty/Staff/ Administration
Evaluate technology implications of future growth to include students, buildings, and Fenton	Director of Technology Technology Committee Professional staff	Ongoing		Written evaluation and plan		Facilities
Develop a hardware/software maintenance and replacement plan	Director of Technology Technology Committee	3 year plan updated annually	ISAS	Written plan		
Investigate and create an ideal technology “wants” list for continued use of technology, in fulfillment of School’s mission including hardware and/or software	Director of Technology Technology Committee	2019	ISAS Technology Committee	Written proposal		Curriculum/Student Life

Goals/Strategies	Responsible Party	Time Frame	Resources	Accountability /Measurability	Next Steps	Links to Other Strategies
Create policy for handling extra or reduced funding	Director of Technology Technology Committee	2017		Written policy		Financial Sustainability
Create and implement an audit policy for technology	Technology Committee	2018	Audit Committee	Written policy		
Create plan to support full utilization of technology in marketing, admission, advancement, and curriculum.	Technology Committee Admission & Marketing Committee Development Committee Cathy Hubbard	2017 Ongoing	Vendors Consultant	Written proposal to Board		
Investigate best use of technology in inbound marketing, search engine optimization, pay-per-click ad campaigns, and personalized website flow	Technology Committee Admission & Marketing Committee	2018	Consultant	Written proposal		
Support alumni outreach with appropriate technology	Advancement Committee Technology Committee	2018		Written proposal	Work with Advancement	Advancement

**Governance:** Manzano Day School’s Board of Trustees shall consist of a diverse group of fully engaged and informed members who utilize best practices to ensure the ongoing success of the School and fulfillment of the School’s Mission.

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability /Measurability	Next Steps	Links to Other Strategies
Trustees shall utilize best practices to fulfill their duties	<p>Board of Trustees training on duties and best practices</p> <p>Review of committee structure and effectiveness</p> <p>Ensure full education on three primary fiduciary responsibilities of Board: (i) evaluating Head of School; (ii) ensuring fiscal viability of school; (iii) setting school policy.</p>	<p>Trustee Committee</p> <p>Committee chairs</p>	Annually	ISAS	<p>Annual new Trustee orientation</p> <p>Annual full Board training</p>	<p>Identify areas of best practices for training</p> <p>Continue to educate Trustees about Board’s role in setting school policy</p>	<p>Financial Sustainability</p> <p>Advancement</p>
Trustees shall be representative of our diverse community	Identify and recruit new trustees reflecting the School’s diverse community	Trustee Committee	Annually	<p>MDSPA</p> <p>Professional and community groups</p>	New Trustees	Compare Board with Manzano Day School community	<p>Curriculum/ Student Life</p> <p>Advancement</p> <p>Admission</p>
Continue to recruit new trustees who demonstrate full engagement and commitment to School’s mission	<p>Meaningful interview process with Trustees’ Committee related to appropriate role of Board, School’s mission, collaborative process, and time commitment</p> <p>Continue effective new Trustee orientation</p> <p>Continue annual mentorship program for new Trustees</p>	<p>Trustee Committee</p> <p>Executive Committee</p>	Annually		Board survey		

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability /Measurability	Next Steps	Links to Other Strategies
The Board shall have an appropriate mix of expertise, skill sets, and backgrounds to ensure meaningful fulfillment of its duties	Meaningful investigation of potential new Trustee candidates and appropriate assessment of current Trustees	Trustee Committee	Annually	Trustee reported skills and expertise	Resulting Board membership	Assess current Board	
Assess and address Board strengths and weaknesses	Evaluate annual performance of Board in light of fiduciary duties	Executive Committee	Annually	Board survey	Annual report to Board	Create assessment tool	
Assess Trustee satisfaction with Board service	Board survey  Create strategies to increase engagement and satisfaction of service	Executive Committee  Trustee Committee	Annually	Board survey	Board Survey results	Incorporate identified areas in annual training  Investigate other means of measuring satisfaction of service	
Ensure appropriate succession of Board officers and committee chairs	Create process for identifying and developing leadership within Board	Executive Committee	Annually	ISAS	Ongoing Board leadership		
Periodic review of bylaws		Board of Trustees	Every three years (2017, 2020)	ISAS	Report of review or amendments		
Utilize best practices to ensure successful hire and transition of Head of School position	Create ad hoc Head of School search committee  Use appropriate outside resources as needed	Board of Trustees	As needed	NAIS  ISAS  Others with specific expertise			

**Community**

**External:** Manzano Day School shall endeavor to have a positive impact in its surrounding community by modeling its Mission and excellence in elementary education, thereby raising awareness of the School.

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
<p>Assess service learning programs at Manzano Day School</p>	<p>Evaluate current grade level service learning programs and identify further opportunities in external community</p> <p>Identify faculty/staff member to coordinate service learning projects with grade level faculty</p> <p>Investigate the creation of a parent volunteer coordinator position for service learning projects through MDSPA</p> <p>Identify opportunities to include Manzano Day School families in service learning projects</p>	<p>Faculty</p> <p>Staff</p>	<p>2017: Identify coordinators</p> <p>Ongoing</p>	<p>Roadrunner Food Bank, Watermelon Ranch, and many other existing service learning projects</p> <p>Horizons</p> <p>Engage MDSPA</p>	<p>Annual reports from faculty/staff and MDSPA</p> <p>Feedback from community organizations on effectiveness</p>	<p>Encourage staff and administration to pursue service opportunities with community</p> <p>Explore opportunities to role model exemplary programs to at-risk kids/neighboring schools</p> <p>Encourage parent involvement with their children in community projects</p>	<p>Curriculum/ Student Life</p>

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Connect external community engagements with ongoing marketing and Advancement programs focused on the “Manzano Day School Difference”	<p>Identify opportunities to link alumni, families, and grandparents to external community engagements</p> <p>Engage business leaders connected with service learning projects (e.g., Board members of Roadrunner Food Bank)</p>	<p>Faculty service project leaders</p> <p>MDSPA</p> <p>Development Office</p> <p>Admission &amp; Marketing Committee</p>	Starting 2017, Ongoing	<p>Website Print media Social media Word of mouth</p> <p>Parent ambassadors</p> <p>Auxiliary programs</p>	<p>Annual reports from faculty/staff and MDSPA</p> <p>Feedback from community organizations on effectiveness</p>	<p>Establish broader partnerships with surrounding neighborhood associations and businesses</p> <p>Identify organizations that could benefit from using Manzano Day School facilities and/or partnering on service learning projects/events</p> <p>Identify parents w/professional connections in the surrounding community to serve as Manzano Day School liaisons to adjacent businesses</p>	<p>Admission</p> <p>Advancement</p>
Identify opportunities for Trustees to participate in community outreach	<p>Leverage Trustees’ connections within the community to introduce Manzano Day School to new audiences</p> <p>Encourage trustees to participate in Manzano Day School service learning and outreach events</p>	<p>Board Officers</p> <p>Trustee Committee</p>	Ongoing	Board of Trustees	End of year Board survey and evaluation	<p>Identify Trustee connections within surrounding community</p> <p>Use New Trustee Orientation to identify new connections with the community</p>	

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
<p>Create clear policies on the use of Manzano Day School facilities by the greater community</p>	<p>Investigate policies currently used by other Independent Schools</p> <p>Promote availability of Manzano Day School facilities to surrounding neighborhood associations and businesses</p> <p>Develop/review guidelines for appropriate use of facilities</p>	<p>Administration</p> <p>Admission &amp; Marketing Committee</p> <p>Facilities Committee</p> <p>Board</p>	<p>Ongoing</p>	<p>Existing policies and practices for external use of Manzano Day School facilities</p>	<p>End of year evaluation of facility use</p>	<p>Review APS facility use guidelines and fees for benchmarking</p> <p>Establish guidelines for appropriate use of facilities by surrounding neighborhood associations and businesses</p> <p>Create communications material for outreach to neighborhood associations and adjacent businesses</p> <p>Encourage community use of facilities</p>	<p>Facilities</p>

**Community**

**Internal:** Manzano Day School shall provide an environment and culture that supports a diverse and inclusive student body and professional staff wherein, students and their families are supported, engaged, and experience *Joy in Learning*®.

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
<p>Continue to encourage MDSPA to build and enhance the School’s internal community experience</p>	<p>Build on the success of Fall Festival and spring event to expand and create new “friendraising” events (e.g., movie nights)</p> <p>Identify and promote opportunities for working parents to get involved with MDSPA activities</p> <p>Revitalize parent mixers and create promotions to increase attendance</p> <p>Establish processes within MDSPA for continuity as leadership changes</p>	<p>MDSPA Board Liaison</p>	<p>Starting 2017 and Ongoing</p>	<p>MDSPA Executive Committee</p>	<p>Annual report from MDSPA</p> <p>Parent survey</p>	<p>Through Board Liaison, engage with the MDSPA Executive Committee to address the proposed strategies to enhance the School’s internal community experience</p> <p>Continue to create documents for transfer of information on events</p>	

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Continue to make Manzano Day School facilities available to parents	<p>Communicate with parents about the availability of Manzano Day School facilities for extracurricular activities</p> <p>Investigate the use of the parent portal on the school website to outline facility use guidelines and create online reservation form</p>	<p>Administration</p> <p>Technology Department</p>	<p>2017: Communication process to parents</p> <p>2018: Online reservation form</p>	<p>Email</p> <p>Friday Bulletin</p> <p>Back-to-School nights</p> <p>Website</p>	Facilities use report at the end of year from Administration	<p>Encourage use of facilities to internal community</p> <p>Establish guidelines for appropriate use of facilities by parents</p> <p>Create communications material to send to parents via email blasts and Friday Bulletins about facility availability and how to reserve</p> <p>Develop online reservation form for parent portal</p> <p>Create/expand policies regarding parent use of facilities</p>	Facilities
Strive for excellence in communication throughout the community	<p>Encourage faculty to work across and between grade levels to establish consistent communication practices with parents</p> <p>Leverage the website and its associated tools to enhance communication efforts</p> <p>Identify opportunities for faculty/staff to participate in relevant committee meetings</p>	<p>Professional Staff</p> <p>Technology Department</p> <p>Technology Committee</p> <p>Trustee Committee chairs</p>	Starting 2017; Ongoing	<p>Website</p> <p>Friday Bulletin</p> <p>Email</p> <p>Back-to-School Nights</p> <p>One-on-one parent/ teacher meetings, conferences</p> <p>Board committees</p>	<p>Annual parent survey</p> <p>Feedback from faculty/staff</p>	<p>Identify communication best practices among grade level teams to share with other faculty</p> <p>Identify opportunities to use the school website and its tools to improve communication with parents</p> <p>Engage with trustee committee chairs to consider opportunities to include faculty/staff in specific meetings</p>	<p>Faculty/ Staff/ Administration</p> <p>Curriculum/ Student Life</p>

Goals	Strategies	Responsible Party	Time Frame	Resources	Accountability/ Measurability	Next Steps	Links to Other Strategies
Explore additional opportunities to engage Manzano Day School alumni	<p>Invite young alumni to speak to fifth graders about their recent experiences</p> <p>Create a culture of giving among young alumni and educate them about philanthropy</p> <p>Invite professional alumni to share their passions and expertise with Manzano Day School student body</p>	<p>Faculty</p> <p>Staff</p> <p>Development Committee</p> <p>Development Office</p>	Starting 2017; Ongoing	<p>Email</p> <p>Social media</p> <p>Regular mail</p> <p>Website</p> <p>Friday Bulletin</p>	<p>Reports from faculty/staff about alumni presentations</p> <p>Annual review of events by Development Committee and trustees</p> <p>Reports on giving from Development Office</p>	<p>Engage with faculty/staff to identify opportunities to invite young alumni and professional alumni to speak with students</p> <p>Create a plan to communicate with young alumni about philanthropy and supporting Manzano Day School through contributions for future generations</p>	Advancement