

The MFS Board of Directors proposes the following Strategic Plan to act as a road map for the school over the next five years. This plan addresses the best interest of our students, school community, staff, and board of directors based on our established community values that have guided MFS since its inception. This plan is designed to be very ambitious. Success will depend upon the efforts of the entire MFS community, including the MFS Board of Directors, staff, and families. The Strategic Plan is build completely around the MFS mission statement and the goals outlined here. Above all, we want to preserve an environment that is special for each child and helps guide development according to principles first espoused by Maria Montessori.

Vision:

The MFS Vision is to educate compassionate and productive world citizens with an appreciation of the interdependency of all living things.

Our Mission Statement:

“The Montessori Farm School Mission is to provide a supportive and inclusive community in which every child can reach their full potential through the integration of a challenging academic curriculum and cooperative agricultural activities.”

Academics

A B C D E F Related goal	Priority	Proposed Time Frame	Responsibility	Financial Implications
Authentic Montessori Education Require AMS accreditation for all lead teachers, provide opportunities for further Montessori training and enrichment, provide regular discussion forums for the staff pertaining to the philosophy	high	Ongoing	Hos	n/a
Farm Education / 4H Keep our 4-H charter current from year to year. Assign at least one staff member to the role of 4-H leader. Have our charter participate in at least three 4-H activities yearly.	High	Ongoing	Hos	Tbd- farm com.
Physical Education Work with assigned staff member on physical education curriculum yearly.	High	Ongoing	Hos (frank)	Tbd (list)
Foreign Language Hire a qualified foreign language instructor yearly. Provide -within reason- necessary materials for teaching foreign language.	High	Ongoing	Hos	4500.00
Fine Arts Continue to provide opportunity for and instruction in performance for the students. Provide materials necessary for elementary students to explore, produce and perform various plays.	High	Ongoing	Hos	tbd
Toddler program Once we have the necessary space for a toddler classroom, hire trained staff or provide proper training to staff this program. Research, design and implement the proper environment for this age group.	Low	2014-2015		
Field trips supporting curriculum	High	Ongoing	Staff	TBD
camps/year-round	Low	2013		
foreign trips	Low	2018		
guest speakers	High	2009	PA/Staff	Tbd
Environmental education Look for continuing education in this area for teachers while monitoring the information and lessons presented to the students.	High	Ongoing	Hos	tbd

Campus/Facilities				
A B C D E F Related goal	Priority	Proposed Time Frame	Responsibility	Financial Implications
Meet state requirements (minimum standards)Keep records and paper work necessary for inspections and non-public school department visits.	High	Ongoing	HOS	N/A
Farm	HIGH	2010	ALL	TBD
Optimal square footage	High	2010 + +	Board	TBD
Gym / multipurpose room	Med	2014	Board	TBD
Teaching kitchen	High	2012	Board	TBD
Library	High	Ongoing	Staff	\$2,000/yr
Science lab	Low	2014	Board	TBD
Technology updates	Med	Ongoing	Technology committee	\$4,000
Farm stand	High	2009	Staff/farming committee	\$200
Barn	Med	2014	Board	TBD
Green Work with and within our community to implement habits and programs that will lead us into a more conscious communion with the earth.	High	Ongoing	HOS/board/staff	N/A
Laundry room Keep the need of a laundry room in foreground of more permanent environment.	High	2010	Board/HOS	\$2,000
6 classrooms Through the work of community building outside of our school community, advertising and the move to an environment with more square footage, enrollment will grow taking us to 6 classrooms.	High	2012	Board/HOS	TBD
Theater	Low	2014	Board	TBD
Workshop	High	2011	Staff/board	TBD
Greenhouse	High	2009	Farm committee	\$500
Full office	High	2011	Board	TBD
Buses/vans	Low	2014, if ever	Board	N/A
Storage	High	Ongoing	Staff	N/A
Age appropriate bathrooms	High	2011	Board	TBD

Development

A B C D E F Related goal	Priority	Proposed Time Frame	Responsibility	Financial Implications
AMS Accreditation Once our staff is fully trained – work with AMS and the accreditation committee to complete all necessary paperwork and visit.	High	Start in 2011	HOS/accreditation committee	\$6,000
Diversity	High	Ongoing	Diversity committee- Andrew w/David Lindsay & NBH	N/A
Student retention	High	Ongoing	Staff thru parent Education Marketing- Tomorrows child	500.00
Growth	Medium	2010	Board	TBD
Development officer	Medium	2011	HOS/Board	TBD
Waiting list Continue to entertain future and prospective families throughout the year to build a waiting list.	High	2009	HOS	N/A
Marketing/advertisement	High	2009	Marketing Committee	\$4,000

Finance

A B C D E F Related goal	Priority	Proposed Time Frame	Responsibility	Financial Implications
Adjust salary to reflect hybrid position	high	August 09	Board	16,000
Healthcare benefits (meaningful)	high	ongoing	chair	20,000
Salary increases Work with the treasurer on the yearly budget in order to keep the salary scale current and functioning	high	ongoing	HOS	5,000
Profitability	medium	Ongoing	Board	Need target-tbd
Affordable tuition	high	Ongoing	Kay	n/a
Endowment	medium	Ongoing	Tbd	Tbd
Scholarships	medium	Ongoing	Tbd	tbd
Development office	medium	Ongoing	Tbd	Tbd
Healthy annual fund	high	2011-2012	Board	5,000.00
Securing grants	medium	Ongoing	Tbd	tbd
Growth Work within the community and outside of the MFS community in presenting MFS through various means including advertising, community functions and partnership projects designed to build community and foster peace education which will in turn lead to better understanding of MFS – leading to growth in population, size and financial security.	high	ongoing	HOS, board marketing	Increased per
				Child revenue

Staff				
A B C D E F Related goal	Priority	Proposed Time Frame	Responsibility	Financial Implications
Certification for staff Provide information and the possibility of reimbursement for training. Require all lead teachers to hold AMS certification from a MACTE approved training program.	High	Ongoing	HOS/staff	\$13,000
Staff development Look for and provide continuing opportunities for further training, enhancement of programs that exist, possibilities of new programs and deeper understanding into the child's growth whether socially, physically or academically	High	Ongoing	HOS	\$5,000
Recruitment/retention Project a clear definition of titled positions. Work with the board to provide the best working conditions possible for the staff. Advertise positions fairly.	High	Ongoing	HOS/board	N/A
Retirement	Low	2013	Board	TBD
Full time head of school position	High	2010	Board	\$30,000
Tuition discounts	High	Ongoing	HOS	Opportunity cost
Custodian Hire and oversee a custodian yearly.	High	Ongoing	HOS	\$4,000
Scholarly activities, staff farmer	Low	2014	Staff	TBD

Students/Community

A B C D E F Related goal	Priority	Proposed Time Frame	Responsibility	Financial Implications
Community service	High	2009	Staff & HOS committee	
After/before school program	High	2010	Afterschool committee	
Environmental education	High	Ongoing	staff	
Edible schoolyard (lunch program)	High	Ongoing	Farm committee/ staff / devel. office	\$500/grant funding
Parent Association	High	Ongoing	All	N/A
Parent education	High	Ongoing	Staff	N/A
TMA membership	Med	2012	HOS	N/A
Alumni network-newsletter with social events And fundraising pleas (move to marketing)	High	Ongoing	Devel. Office	
Community-building nature events	Med	Ongoing	Board/staff/PA	N/A
National meeting presence	Low	2014	Staff	TBD
MFS freecycle	Low	Ongoing	PA	N/A
Grandparent network Work to provide an environment where grandparents realize their gifts to the school and feel comfortable visiting and volunteering regularly. Find a means of communication between the school and the grandparents.	Med	Ongoing	HOS	N/A

Goals (with prioritized lists under each goal)

- A) Create an attractive work environment to attract and retain the highest quality staff that is invested in the MFS vision
 - a) Base salary
 - b) Healthcare benefits (meaningful)
 - c) Salary increases
 - d) Certification for staff
 - e) Staff development
 - f) Recruitment/retention; retirement; full time head of school position; tuition discounts; custodian
 - g) Scholarly activities, staff farmer
- B) Build a campus of “green” buildings that will provide optimal space for education, connect the children to the natural environment, and support a sense of community.
 - a) Meet state requirements (minimum standards)
 - b) Farm
 - c) Optimal square footage
 - d) Gardens (falls under “farm”); gym
 - e) Teaching kitchen
 - f) Library; science lab; technology updates
 - g) Farm stand; barn; green; laundry room; 6 classrooms
 - h) Theater; workshop; greenhouse; full office; buses/vans; storage; age appropriate bathrooms
- C) Provide sustainable funding to MFS to support current and future activities
 - a) Salary
 - b) Healthcare benefits
 - c) Profitability
 - d) Affordable tuition
 - e) Endowment; scholarships
 - f) Development office
 - g) Healthy annual fund; securing grants; growth
- D) Institute and support programs that achieve the mission of the Montessori Farm School.
 - a) Farm education
 - b) Physical education
 - c) Community service
 - d) After/before school
 - e) environmental education
 - f) Edible schoolyard
 - g) Foreign language

- h) Fine arts; 4-H; toddler program
 - i) Field trips; camps/year-round; foreign trips; lunch program; green; active early reading program; guest speakers; practical life in the barn
- E) Foster a family-based school community with long-term ties and contribute regularly to the greater community.
- a) Family involvement
 - b) Parent Association
 - c) Strong community ties; care committee
 - d) Parent education
 - e) TMA membership; piedmont farm tour; alumni network
 - f) Community-building nature events; National meeting presence; MFS freecycle; grandparent network
- F) Develop a mechanism for continuous growth and school improvement.
- a) AMS Accreditation
 - b) Diversity
 - c) Student retention
 - d) Growth
 - e) Development officer
 - f) Waiting list; marketing/advertisement