

Fairbanks Montessori School Strategic Plan

2023 - 2028



Mission Statement

Our mission is to provide exceptional early education according to Montessori principles and pedagogy, allowing each child to maximize their growth and naturally develop their independence in a nurturing environment.

Vision Statement

Our vision is to serve our families, our staff, our volunteers, and our wider Fairbanks community. We not only provide a solid academic and social foundation for Fairbanks' youngest children, we also value everyone who interacts with us. Our vision for the future is to better serve our families (by offering higher grades of Montessori education, etc), to better serve our employees (by offering on site childcare, advanced training, etc), to better serve our volunteers (by providing Board training, mission driven volunteer events, etc), and to better serve our wider community by practicing grace and kindness in all we do, and by offering more access to early education and childcare as we are able to do so.

Core Values

- Respect and Responsibility
- Parent Involvement
- Discovery
- Independence
- Safe Prepared Environment
- Collaboration
- Service
- Integrity
- Accountability
- Inclusion
- Grace and Courtesy

Fully Implemented Montessori Education:

- Development of the whole child (Holistic Approach)
- Develop Independent, critical thinkers
- Respect Individual differences - Peace education
- Instill curiosity and a passion for lifelong learning
- Provide safe and prepared environments, filled with developmentally appropriate materials to reach academic excellence
- Guide reflective problem solving and communication
- Maintain high quality staff and administrators
- Guide students in grace and courtesy
- Cosmic Education - Environmental experiences lead to environmental responsibility
- Observation and Evaluation

Note from the Director and Board President:

It has been 59 years since Fairbanks Montessori School opened its doors in Fairbanks, Alaska. As we proudly approach year 60 we are excited to discuss some key strategies, while focusing on the seventh generation concept of success, for the schools' future. Following our "north star" we plan to make significant progress in the growth of our educational program to support Fairbanks families.

Pillar One: strengthen our position as an employer

Recruit, invest in, support and retain a diverse staff of educators and professionals who embrace the culture and mission of FMS.

- **Exceptional Staffing**
 - Retention of those who consistently meet the high standards of the school, and staffing that meets and exceeds State Licensure requirements for the teacher to student ratio at each program level.
 - Support our staff as they become parents by offering childcare for young children so our highly trained staff can continue to work for FMS.
- **Clear and Competitive Compensation**
 - Streamline our faculty compensation model - transparent structure based on degree of contribution to the school

Cultivate a healthy and inspiring work environment with professional development opportunities.

Pillar Two: Financial Security/Sustainability: Secure our financial standing and the future of our current physical campus

Support faculty with competitive salaries, benefits and professional development.

- Research competitive salaries and benefits, document budgeted numbers (payroll, vacation, training, benefits, etc.) for employees
- Create a clear and competitive salary schedule for teachers to receive upon onboarding that shows the increase they will receive each year they are with the school

Increase financial support to an economically diverse population of students.

- Research scholarships/flexibility of tuition for low income families that appreciate, honor and respect the Montessori method.
 - Increase the amount of money available for tuition reductions

Improve budgeting and planning for maintenance.

- Develop capital reserve fund goals
- Complete a facilities master plan for the entire campus
- Formulate a long term Tuition and Retention Model
- Data Driven Action
 - Stay ahead of market trends by using industry data, which take into account economic factors and regional variables.

Pillar Three: Create growth and create a unified campus that expands educational opportunities for our students

Maximize and upgrade our current campus

- Walkthrough spaces and make a list to update and maximize space
- Retrofit the peace room bathroom to a staff bathroom (with one student toilet)
- Discuss educational programming schedule as it relates to space

Environmental Friendly Decisions

- Develop and use the land and outdoor space for educational purposes - Upgrade Playgrounds, explore ski /bike trail development, nature trail, on land parcel we own behind the school
- Move towards less paper products in the school

Expand physical space to add enrollment to our successful Montessori School

- Research purchasing an additional space
- Research leasing an additional space
- Research cost of building additional space

Pillar Four: Building Community

Local Relationships - Mutually beneficial relationships are made that could enhance our educational offerings.

Montessori Relationships - CGMS, Relationships strengthened with other Montessori schools

Donor Development and Fundraising Planning

Parent Community Committee - Increase the number of community sponsored events, Increased Parent Participation, Community Give Back - Goodwill to Community

- Parent Survey Results

Communication - Develop and improve communication regarding the Montessori method, including more parent education, Effective Communication, Strong Relationships

- Number of quarterly newsletters
- Number of parent education events and attendance at the events

Pillar Five: Fully Implemented Montessori

Start the accreditation process

- Research the cost and details of accreditation
- Pursue the self study of the accreditation process through IMC (International Montessori Council)

S.W.O.T.T

S.W.O.T.T. stands for Strengths, Weaknesses, Opportunities, Threats and Trends, and so a SWOT analysis is a technique for assessing these four aspects of your business. SWOT Analysis is a tool that can help you to analyze what your company does best now, and to devise a successful strategy for the future.

Strengths:

Licensing
Waiting Pool for enrollment (3 years out)
History/returning families/tradition

Weaknesses:

Space - no current expansion possibility
Staffing - support staff turnover/rotation

Opportunities:

Licensing/Accreditation
Renovation
Purchase/Lease
Build - Drill land first
Meet Community Needs

Threats:

Universal Pre-K if ever funded by the government
True North Pre-K school opening (Fall 2024?)

Trends:

Staffing - Nationwide Shortage/Wages

Peace in Education

“Peace is what every human being is craving for, and it can be brought about by humanity through the child.”

- Maria Montessori