

Summit 20/20 Year Two Report



Progress on the Strategic Plan for Summit Montessori

Progress Report: Year Two of Summit 20/20

Introduction

As many of you know, Summit 20/20, the school's five-year plan for its continued development and growth, was launched in fall, 2015. At this time last year, a report to the community described progress of the Year One initiatives, which addressed the four comprehensive goals of the plan. The original Summit 20/20 plan can be viewed by [clicking here](#). Now at the completion of the second year of the plan, this report, containing the plan summary as a reference, describes continuing progress.



Summit 20/20 Summary of Five-Year Strategic Plan

GOALS	OBJECTIVES	INITIATIVES	TARGET START/ DURATION
			YEAR 1 2 3 4 5
Strengthen Summit's Position as an Educational Exemplar	Continue to review and refine program	<ul style="list-style-type: none"> Implement program recommendations from AISNE & AMS accreditations Expand scope and funding for professional development program Conduct an in-depth review of one curriculum area each year 	
	Broadcast Summit's strengths / achievements	<ul style="list-style-type: none"> Enhance regional presence Document and communicate successes of Summit graduates 	
Achieve Optimal School Size and Structure	Achieve and sustain full enrollment	<ul style="list-style-type: none"> Increase funding and human resources for admission/retention efforts Enhance parent education/participation Refine measurement and communication of student outcomes 	
	Implement plan for ideal school size and structure	<ul style="list-style-type: none"> Analyze enrollment in varying program structures and classroom configurations Develop enrollment plan, including multi-year sequence of events and required actions Develop staffing plan for each enrollment scenario 	
Ensure Financial Sustainability	Increase net income	<ul style="list-style-type: none"> Develop 5-year financial model considering multiple scenarios Maximize revenue by expanding programs 	
	Increase giving	<ul style="list-style-type: none"> Increase community participation in the Summit Fund Increase number of leadership donors Prepare for capital campaign Launch capital campaign 	
Expand/Reconfigure Facilities	Determine optimal facilities configuration	<ul style="list-style-type: none"> Define facilities needs, including community space Evaluate financial feasibility and capital requirements 	
	Develop and implement facilities plan	<ul style="list-style-type: none"> Develop plan, including design and budget, for improvement and/or reconfiguration of facility Reconfigure and/or construct redesigned space 	

Goal 1: Strengthen Summit's Position as an Educational Exemplar

Of the five initiatives, only one has been incompletely addressed:

- *Document and communicate successes of Summit graduates by expanding existing database and continuing to communicate successes of Summit graduates.* During the second half of this year a part-time administrative assistant will review and update our records on Summit's graduates and alumni, and systematically seek out missing information on the location and achievements of graduates, expanding the database, which can be maintained as the school's alumni body grows and matures.

Year Two initiatives completed:

- The continued implementation of recommendations by accrediting agencies. For example: creating an educational technology plan and reviewing our systems of record keeping and assessment of student progress.
- Expanded scope and funding of professional development to support faculty growth and program excellence.
- The in-depth review of one curriculum area per year (this year: math).
- The enhancement of Summit's regional presence through faculty and Head of School participation in and hosting of conferences, workshops, and the Head of School's leadership of the Montessori Schools of Massachusetts.

- Staff participation on accreditation teams of New England schools.
- Continued work with outside Montessori consultants to upgrade and consolidate our record keeping and assessment systems.

Goal 2: Achieve Optimal School Size and Structure

As part of this goal's accomplishment, many efforts have been made to enhance parent participation and understanding of Summit's qualities.

- Strengthen parent education/participation through increased volunteer opportunities; enhancement of room parents' positions.
- A variety of programs and presentations, for example, "Next Schools" Program on January 10.
- Identification of articles and research which support Montessori principles and practice.

Participation levels in parent education and community building events as well as positive responses to questions about overall sense of school community (Parent Satisfaction Surveys 2016 and 2017) reflect progress on this goal, as does an exceptionally strong SMPA (Summit Montessori Parents' Association) over the past 3 years, resulting in an enthusiastic and engaged parent body.

The initiative to refine measurement and communication of outcomes has been addressed this year through:

- Introduction of refined evaluation and reporting protocols in the elementary programs.
- Assistance of consultants working in classrooms with faculty to further develop and implement protocols.

The Ideal Size and Structure committee of administration, trustees, and parents has recommended that Summit add a second Beginners classroom and five additional students to Children's House when renovation/construction provides the additional space. Target goal: 2019-20 school year. The growth will:

1. broaden the "base" of Summit's enrollment pyramid on the younger levels in order to support further growth of the elementary program, and
2. create a more favorable financial position for the school, and
3. increase the current year enrollment of ninety-five to increase to approximately one hundred fifteen.

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Goal 3: Ensure Financial Sustainability

Continued growth in revenue and surpluses will further strengthen program quality and help position the school to implement facilities improvements and/or expansion.

- The development and use of a five-year financial model provides simulations of various enrollment, staffing and classroom configurations, and supports more confident planning and projections of enrollment growth to capacity in all classrooms.
- Expanded summer programs have enhanced revenues and promise further increases, as have enhanced Exploration programs and vacation camps.
- Community participation in the Summit Fund and the number of leadership donors have increased slightly from Year One of the plan. Given that up to thirty percent of families are new to the school each year, developing committed leadership donors will remain a continuing priority.
- Initial phases of a capital campaign are underway with an anticipated public launch in year four of the plan.

Goal 4: Expand/Reconfigure Facilities

The architectural firm of Gorman Richardson Lewis has been engaged to develop a master plan for the Summit Campus in two phases. Plans will address both interior and exterior improvements, be used as a blueprint for future development of the campus, and support interest in the projected capital campaign.



In Conclusion

The leadership of the Head of School and the active partnership of trustees, faculty, parents and the Summit community have advanced the goals of our strategic plan and confirmed their importance. As the school moves further from the 2015 introduction of Summit 20/20, we expect that the plan will continue to provide a comprehensive direction, acknowledging that new opportunities may arise that will require the community's attention and resources.

Notes



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