

Progress Report: Year Three of Summit 20/20

Introduction

This report summarizes the progress made in achieving year three goals of “Summit 20/20”, the five-year Strategic Plan developed by Summit’s board and administration in 2015. The Plan was officially launched in November, 2015. Since its launch date, the Board and Head of School have used this plan as a road map to guide our progress toward achieving our long-term strategic goals and measuring related success. We offer this year-three progress summary even as we prepare to launch year four.

Summit 20/20, with the two prior year’s progress reports, can be viewed on Summit’s web site, by clicking [here](#).

Goal: Strengthen Summit’s position as an education exemplar by continuing to review and refine programs, and by broadcasting Summit’s strengths and achievements.

Initiatives in Process:

- Implemented many recommendations made by AISNE (the Association of Independent Schools of New England) and AMS (the American Montessori Society) as a result of their Summit accreditation visits in April 2015. These recommendations are written as long-term undertakings, designed to be completed over a 10-year span.
- Examples of Summit’s response to these recommendations include:
 - Providing enhanced teacher support and supervision through the addition of the Elementary Coordinator position and visits by consultants.
 - Expanding the scope and funding for the professional development program through: participation of four staff in the AMS annual conference and eleven staff members in the MSM (Montessori Schools of MA) conference; consultations and workshops from consultants; and by supporting two teachers enrolled in Montessori teacher credentialing programs. In addition, the entire teaching faculty conducted observations in other area Montessori schools during a fall in-service day, reporting on their findings to colleagues.
- Each year Summit’s faculty conducts a year-long review of one major curriculum area, school-wide. During the 2017-18 school year our focus was on the Math area.
- Enhanced regional presence through the Head of School’s presidency of MSM, through a high rate of participation at regional workshops and

conferences, and through faculty participation on AMS and AISNE school accreditation teams.

- Documented and communicated success of Summit graduates by featuring the six sixth grade graduates at the June 2018 Moving Up ceremony, by on-going efforts to maintain contact with Summit graduates, and by featuring Summit alums in panels and programs.

Goal: Achieve optimal and sustainable school size and composition by identifying ideal school size and structure and by reaching and sustaining full enrollment.

Initiatives Completed:

- During year one of the Plan, the Director of Admissions position was elevated to full time, providing for additional outreach opportunities.
- Parent and community participation has been bolstered through a strengthened partnership with the SMPA (Summit Montessori Parents' Association) and strong leadership of that organization. In addition, eight parent education events were held during the 2017-18 year, most attracting strong numbers.
- Employed the recommendations of the Ideal Size and Structure task force to plan enrollment development and create a related staffing plan.

Initiatives in Process:

- Continue to refine measurement and communication of student outcomes through school-wide attention to record keeping, systematic observation, and analysis of student performance, leading to more effective planning and student outcomes assessment. This year we are launching the use of an online record keeping and planning system "Transparent Classroom" on the Elementary level.
- Use of school personnel (the Learning Team) to provide additional individualized math support for specific students and to assess reading progress at the Kindergarten and Elementary levels.

Goal: Ensure financial stability through increasing net income and philanthropic giving.

Initiatives Completed:

- Continued use of five-year financial model completed in years one and two of the Plan.
- Maximized revenue by expanding summer programs and by reviewing the possibility of year-round programming on the Beginners and Children's House levels.
- Increased community participation in the Summit Fund resulting from 100% participation by Board of Trustees and teachers and administrators, and 81% participation by current families.
- Prepared for capital campaign by forming a Capital Campaign Committee, by authorizing the use of a campaign assistant when needed, and by accepting early campaign gifts to support its preliminary stages.

Initiative Incomplete:

- The Development Committee is seeking to replace leadership donors who have completed their commitment to Summit.

Goal: Expand/reconfigure facilities.

Initiatives completed:

- Determined optimal facilities configuration through engagement of GRLA Architects.
- Evaluated financial feasibility and capital requirement through continued work with GRLA.
- Developed expansion plan, including preliminary designs and budget.