



2020

Goal 1: Provide our students and families a high-quality Montessori education that emphasizes the holistic development of all children.

1. There is consistency in Montessori instruction and materials throughout the school.

- 1.2 Develop a physical education curriculum for each level and equipment will be maintained for those lessons/activities as follows: K4, K5

2. There are consistent performance expectations across levels.

- *2.1 Teachers will ensure that instruction and student performance meet the state academic standards at each level and develop specific expectations where no state standards exist focusing on content areas.

4. The adolescent program is a natural continuation of the Montessori approach.

- 4.1 Learning outcomes for various student projects will be identified, assessed, and documented.

6. We nurture environmental stewardship in children.

- 6.2 Clarity and strengthening of the role of the science and natural ground specialty teacher will be explored to maximize the offerings available while building individualize instruction for greater student capacity in the field.
- 6.3 Adults will monitor resources uses throughout the building and involve children in decisions about the best use of resources like materials, energy and water.
- 6.4 Students at elementary and adolescent levels will have at least three opportunities throughout the year for field trips to visit natural places and develop a sense of place within the local environment.

9. Families are included as an important part of the child's educational continuation of the Montessori approach.

- *9.1 Teachers will inform families about what skills each child is working on weekly through Transparent Classroom and encourage families to practice those skills at home.
- *9.2 Develop recurring and frequent parent educational opportunities throughout the school year.

Goal 2: Value and celebrate all members of the Highland community as equal and integral partners in our mission and services.

1. Students are valued members of the Highland community.

- *1.1 Incorporate "student voice" in the development of consistent expectations for classroom community, student behavior and adult interaction throughout the school; implement plans.



Strategic Plan 2019-2022 Appendix A

- *1.2 Professional development will include refreshers in Montessori to foster respectful interactions with children.

2. Staff members are valued members of the Highland community.

- *2.1 A professional training and human resource plan created with staff input will be developed and implemented on an annual basis to strengthen the capacity of all employees to reach individualize and professional goals.
- *2.2 The Voices Committee will be utilized to ensure representation of staff at all levels within the school environment.

4. Alumni are valued members of the Highland community.

- *4.1 Highland Family Fund will offer post-secondary education scholarships to alumni.
- *4.2 Alumni are invited to volunteer at Highland events and share their expertise in classrooms.

5. External community members are valued members of the Highland community.

- *5.1 Highland will maintain a database of community members who we consider part of the Highland community and offer strategic relationships to school to facilitate regular communication and opportunities for collaboration.
- *5.2 Community partners will be identified (2-3 per year) and cultivated to deepen relationships to increase greater volunteerism among our families, staff and student body within these organizations and settings.

Goal 3: Teach and practice social justice as a core component of classroom lessons, co-curricular life and student experience.

2. The theme of social justice is included in key Montessori lessons and experiences.

- *2.1 Teachers will identify key lessons and experiences where social justice is included across levels.

Goal 4: Build capacity of staff and teachers to better serve student learning and leadership.

1. All teaching staff (classroom teachers, enrichment teachers, comprehensive academic teachers, special education teachers) are fully trained at the appropriate levels and hold the required licenses or credentials.

- *1.3 Coaching will be implemented to provide high-quality, one-on-one peer support for teachers and staff to ensure full Montessori implementation.
- *1.5 Financial resources will be made available to further the professional development of staff including licensing and securing the necessary credentials for Montessori certification.



Strategic Plan 2019-2022 Appendix A

2. All staff continually improve their professional capacity.

- 2.1 All staff will participate in an in-house Montessori orientation within the first six months of employment.
- *2.2 Highland will utilize outside Montessori consultants to provide internal and external technical assistance and consultation to strengthen overall capacity and audit program quality.

5. Teachers are evaluated on a protocol designed to support fully implemented Montessori practice.

- 5.1 Teachers will be appraised using an appropriate evaluation protocol.

Goal 5: Align resources to support Highland's plan to ensure a stable and thriving future for children and families.

1. Highland has a strong and vital governance model that supports the mission and development of the school.

- *1.3 The Board of Trustees and Parent Board will expand and diversify the revenue base to achieve short and long-term financial security.

2. Resources are secured for plan implementation and mission advancement.

- *2.1 Strategic alliances with Montessori Schools and other sector entities to collaborate on new initiatives and improve program offering will assist to solidify annual funding.
- 2.3 Develop a marketing and PR editorial calendar for greater communication and engagement in advancing the mission.
- 2.4 Solidify our MPS charter renewal and relationship that preserves Highland's core values while ensuring a contingency plan is in place to address adjustments.

3. Financial resources support current and future infrastructure needs to enhance Highland's future.

- 3.1 Clearly define our cash reserve and plan for unanticipated short and long-range changes.
- 3.2 Develop responsible investment policies that offer options for growth and ensure fiscal integrity.

*Designates an action step that will be a focus and evaluated each year.