

The Miami Valley School
2005 Strategic Plan
Updated February 2009

MISSION

As an independent, college preparatory day school for students from early childhood through upper school, MVS's mission is to challenge young people of promise to become self-sustaining learners and compassionate global citizens.

VISION

MVS is renowned locally and recognized nationally for creating remarkable citizens of the world. With a rich and broad curriculum, unique opportunities for experiential learning, and exceptional students and faculty, The Miami Valley School seeks to produce enlightened leaders and the world's future stewards.

CORE VALUES AND BELIEFS

Excellence: MVS summons all students to their full potential of mind, body, and spirit, by inviting and encouraging them to seek distinction in their endeavors.

Caring community: MVS values a nurturing environment where each student is known and loved, and finds joy in belonging.

Experiential learning: MVS believes that students thrive from opportunities to experience life and to learn while broadening their knowledge of self and kindling intellectual passion and curiosity.

Celebration of individual gifts: MVS believes that fostering appreciation for unique talents, capabilities, and differences nourishes individual growth and enriches the community.

Character: MVS insists upon and fosters integrity, respect, personal responsibility, teamwork, and empathy for others—qualities of character that are inherent in leadership development.

FIVE AREAS OF FOCUS AND GOALS

In 2007/2008 the Planning Committee recommended focus on five goal areas to support the mission of the school, and proposed a revision to the 2005 Strategic Plan with the goals listed below. Work is expected to be done in parallel in each goal area over the next 2-3 years:

Students

Goal 1: Attract and retain outstanding and diverse students

Fiscal Stability

Goal 2: Enhance Financial Stability

Faculty

Goal 3: Continue to attract and retain outstanding faculty and enhance their professional development opportunities

Programs

Goal 4: Strengthen our core classes, creative programs, and opportunities for experiential learning

Campus

Goal 5: Create sustainable, state-of-the-art facilities aligned with the campus master plan

STUDENTS

The future of MVS depends on identifying, recruiting, and retaining outstanding individuals from throughout the greater Dayton area. Our students will be varied in their backgrounds and have demonstrated excellence and high potential in our mission areas of academics, the arts, athletics, leadership, and citizenship. Successful recruitment and retention of outstanding, mission appropriate students and families will also create a highly desirable teaching environment for prospective and current teachers. Our students are encouraged to become engaged in and contribute significantly to the short and long-term planning of the future direction of the school. Every member (student, family, faculty) of the school should have the same high level understanding of, and pride in, what it means to be a student at the school. In particular, the MVS community values its long-standing commitment to diversity, and will continue to nurture an environment that celebrates the unique talents, capabilities, and differences of its students. Rich understanding and experiences of multiple cultures, especially in the small, intimate, and caring environment of the school, prepares students to become enlightened global citizens.

Goal 1: Attract, retain, and nurture outstanding and diverse students

- i) Create and implement integrated admission and development departments and specific plans that will effectively use shared resources to allow the staff to work toward a common well-defined **marketing goal** to attract and recruit outstanding mission-appropriate students*
- ii) Fully understand the demographic and economic data and trends for the greater Dayton and Miami Valley regions*
- iii) Establish metrics for market penetration and compare with NAIS standards*
- iv) Establish public relations mechanisms to ensure regular and consistent exposure in local and regional media (print and other)*
- v) Improve internal communication mechanisms, including conveying the program strengths of each division and transmitting important information to faculty and families*
- vi) Engage (or re-engage) current families as members of the community and as valuable recruitment agents*
- vii) Engage (or re-engage) parents in the inner workings of the school (including fundraising) and enhance the involvement of families in campus offerings and programs*
- viii) Develop outreach programs to attract and enrich community involvement and enhance the MVS experience for students and families*
- ix) Establish a plan to continue to track, share, and recognize alumni successes*
- x) Improve our efforts to attract and retain students from diverse backgrounds and cultures, and continue to have population diversity that exceeds the national and MVS ten-year averages*
- xi) Develop and implement creative funding mechanisms, programs, and partnerships to support diversity outreach*

xii) Explore partnership opportunities to assist with the identification and recruitment of mission-appropriate students

xiii) Deploy strategies to achieve a dual section elementary school program while understanding contingencies in the event that market and demographic forces challenge our ability to achieve this objective

xiv) Explore, in conjunction with the student body, the need and desirability of creating a student honor code and supporting curriculum to foster our core value of Character

xv) Continue to engage students in the challenges and opportunities that face our school

FINANCIAL STABILITY

MVS must create and sustain a level of financial stability that will ensure excellence in its current programs while sustaining the school for the next generation of students. While a firm financial base will encourage excellence, it will also allow greater focus upon the matter of affordability—allowing MVS to remain an attractive educational option to the broadest possible socio-economic spectrum of families. This goal will need to pursue initiatives in several parallel paths, with flexibility to respond as circumstances change.

Goal 2: Enhance Financial Stability

- i) Develop, and if necessary recalculate, budgets based on measurable parameters including the enrollment funnel, demographics, and other benchmarks (with less reliance on specific fundraising events)*
- ii) Integrate, where possible, functions and resources of business, development, admission, and headmaster offices*
- iii) Consolidate tuition and fees; benchmark against other schools*
- iv) Establish realistic fundraising goals and fulfill expectations to increase participation rates to meet national benchmarks, with clear communication of needs and uses of funds raised*
- v) Determine potential impact of larger endowment and focus major giving on endowment growth*
- vi) Continue to implement recommendations of NBOA assessment and maintain compliance with generally approved accounting procedures (GAAP)*
- vii) Designate major fundraising event(s) to endowment*
- viii) Increase annual enrollment of mission-appropriate new students above historic average*
- ix) Continue cultivating possibilities for planned giving*
- x) Empower head to continue reorganization/reconfiguration of administrative offices, including their locations, accessibility, efficiency and integration*
- xi) Reduce reliance of Annual Fund contributions on current year budget*
- xii) Monitor progress of debt reduction plan to ensure current debt elimination by 2014*

FACULTY

The excellence of MVS as a 21st-century college preparatory school is directly related to the excellence of its teachers, coaches, and advisors. This realization demands that the school seek, hire, and retain the finest teachers possible from a wide variety of backgrounds and experiences, and provide superior opportunities for their professional growth and development. Prospective teachers should have the personal qualities and skill sets of superior teachers. They should also demonstrate or model in their own academic experiences and professional achievements the scholarship and citizenship they will expect from their students.

Goal 3: Continue to attract and retain outstanding faculty and enhance their professional development opportunities

- i) Actively recruit, hire, and retain outstanding faculty from diverse backgrounds and cultures, seeking balance in terms of years of experience, breadth of extracurricular skills and interests, and diversity in educational and geographic (local, regional and national) background*
- ii) Implement a faculty evaluation process that will be incorporated as a component of the school's professional development and compensation strategies*
- iii) Benchmark, develop, and implement recommendations on the structure of faculty compensation and benefits programs (salary bands, retirement, health care, tuition remission)*
- iv) Perform ongoing analysis and benchmarking of student/teacher loads and ratios and adjust as appropriate*
- v) Enhance professional development by supporting faculty involvement in visiting teams for independent school evaluation and accreditation processes and other meaningful programs, including professional writing workshops and scholarly presentations*
- vi) Expand opportunities for giving to support faculty professional development and the faculty endowment for professional growth, including sources such as the Parents' Association and the Senior Family Gift*
- vii) Clearly communicate academic and extracurricular expectations to faculty*
- viii) Develop and implement a formal survey instrument for assessing faculty/staff climate*

PROGRAMS

MVS's mission is to prepare its students for college and to become compassionate global citizens and life-long learners. Dynamic program offerings that balance traditional college preparatory activities and liberal arts opportunities are an essential component in meeting this mission and creating problem solvers who possess strong communication and writing skills for success in the 21st century. Recent critical and exciting new offerings, such as Mandarin as a foreign language and the visits to China, have high impact at multiple levels for our students. The faculty and administration understand and value the impact of an exceptional curriculum, and the division heads have led three years of curriculum mapping to ensure the consistency and coherency of our programs through all levels of our school. Continuing the process of focused improvement of our programs, including core courses, electives, experiential learning and extracurricular activities, that serve the mission helps position students to become successful contributing members in a more interdependent and interconnected world.

Goal 4: Strengthen our core classes, creative programs, and opportunities for experiential learning

- i) Evaluate outcomes from the curricular mapping process and implement changes to ensure alignment of course scope and sequence*
- ii) Continue to develop marquee world language (global studies) and fine and performing arts programs and experiences while balancing developments with current offerings*
- iii) Assess effectiveness of programs in the STEM areas (science, technology, engineering, mathematics)*
- iv) Develop an EC-12 academic review mechanism comprised of division and department heads and faculty to perform curriculum assessment and monitor scope and sequence*
- v) Adopt divisional and discipline-specific technology proficiencies for teachers and students*
- vi) Perform ongoing review and assessment of the effectiveness of current class schedules, course offerings, graduation requirements, and school calendar to ensure that the system supports the proper and timely opportunities for academic achievement*
- vii) Continue to strengthen our college placement and counseling program to assist students and their families to find the 'best fit' college or university*

CAMPUS PLANNING

MVS has recently added significant new space specifically to support the middle school program, athletics, and the fine arts, has renovated existing areas to make them more functional, and has acquired and renovated an off-campus early childhood center. These projects were funded through successful fundraising and a 10-year note of \$1,000,000. In 2004, the board of trustees passed a resolution stating that this debt must be eliminated before any new construction projects are launched. However, it is deemed prudent to continually assess the impact of new and existing programs upon current space usage, analyze the maintenance/infrastructure needs of older buildings, identify projected growth, and identify the potential key aspects of MVS' next capital campaign to meet these future needs. These assessments will generate a blueprint to define space needs and goals for the future.

Goal 5: Create sustainable, state-of-the-art facilities aligned with the campus master plan

- i) Complete a space needs assessment based on the goals of the strategic plan and projected enrollment for the next five years; conduct ongoing evaluation of space usage; if change of use or alteration of facility is proposed ensure broad communication in decision-making process*
- ii) Assess the condition of the school's infrastructure, especially in older facilities; establish a plan to update/renovate specific areas*
- iii) Develop a facilities usage/rental policy applicable to student and community users*
- iv) Ensure safe storage and archiving of MVS student, alumni, financial, and historical records and documents*
- v) Continue to ensure compliance with safety requirements for facilities and transportation*
- vi) Develop plans to enhance the 'curb appeal' of MVS for prospective students, families, and visitors, including signage, traffic flow, parking, and landscaping*