

2020

The Summit Preparatory School
Strategic Plan



The 2020 Strategic Plan represents a synthesis of individual perspectives and ideas aligned for future planning. The Board of Trustees and Administrative Team express sincere gratitude to all contributors to the strategic planning process.

Strategic Planning Committee

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Summer 2020

As we celebrate 15 years since founding The Summit, stakeholders from throughout the organization gathered many times during the past year to thoughtfully craft the strategic vision for the future.

The Summit remains uniquely positioned in the Southwest Missouri education landscape with small classes and progressive independent education designed to build curiosity, creativity, and critical thinking skills. With strong leadership, positive enrollment trends, and improved financial stability, the organization looks ahead to define the growth path with new goals to achieve our vision and live out our organizational mission.

While The Summit has completed two prior strategic planning cycles, this year's strategic planning process has benefitted from additional insights and increased community involvement. The strategic planning task force began their work with valuable insights gathered through the ISACS (Independent School Association of the Central States) accreditation process. Specifically, the accreditation process involves a comprehensive self-study prepared by faculty and administrative teams and a report of recommendations from the ISACS team of independent education experts following their multi-day visit to the school. In addition, the strategic planning process benefitted from independent school benchmark comparisons, competitive marketplace intelligence, student performance trends, and the satisfaction survey results from students, families, and faculty.

Especially important to note amid uncertainties resulting from the COVID-19 global pandemic, the strategic plan is a dynamic report intended for execution over the next 3-4 years. The Strategic Planning Committee and Administrative Team are tasked to monitor activity and progress against strategic priorities while also instilling flexibility, the evolution of strategic thought in the organization, and responsiveness to a rapidly changing education and economic environment.

The 2020 Strategic Plan process has strengthened The Summit and will continue to guide the organization with clear purpose. The plan is set to propel the school forward and enable the organization, and each individual student, to reach the highest potential.

With confidence in The Summit's bright future,

Kathryn M. Heet, Ed.D., The Summit Preparatory School, Head of School

Susan Miranti, The Summit Board of Trustees, President

Our Strategic Planning Process

The Summit applies a cyclical model to continually guide the organization's strategic planning process.

The process is firmly based on the organization's mission, vision, and values. The plan is strengthened by real time inputs from internal (staff, faculty, students, parents) and external (competitive market, benchmarking, accreditation assessment) sources.

Priorities, goals, and action plans are established for critical targets. Review and assessment steps are applied to keep the process alive and relevant.

Year 1 - Process Planning, Establish Task Force, Insight Building

- A. Prep and planning
 - 1. Determine key date timeline
 - 2. Validate process
 - 3. Establish task force and engage community
- B. Who are we?
 - 1. Acknowledge/refine mission, vision, values
- C. Where are we now?
 - 1. Assess current strategic plan
 - 2. Complete self assessment
 - 3. Establish relevant data set and resulting insights
 - 4. Evaluate external opportunities and threats

Year 2 - Stakeholder / Community Engagement, Goal Setting

- A. Where do we want to be?
 - 1. Review strategic pillars (10+ year goals)
 - 2. Establish goals (3-4 years) for each pillar
- B. How do we get there?
 - 1. Establish writing teams
 - 2. Identify priorities and tactics for each goal (the to do list)

Year 3-4 - Execute and Monitor

- A. Are we moving the needle?
 - 1. Add reasonable timelines and sequence the priorities
 - 2. Create reporting system to establish accountability and increase communication



Strategic Planning Committee meets monthly; meetings are open.

Contact Board of Trustees Chair or Strategic Planning Committee Chair for meeting date and time.

2020 STRATEGIC PLAN TIMELINE

April & May 2019

Review 2016 Plan, Define Process, Self Assessment

June 2019

Insight Summary Presented to Stakeholders

June & July 2019

Stakeholder Idea Development, Prioritization Exercise

September & October 2019

Writing Teams Establish Tactics for Priorities

November 2019

Consolidate Tactics, Eliminate Duplicity, Sequence Timing, Publish

January 2020

Present Plan at State of the School

COVID-19 Response

While the response to the COVID-19 pandemic has many dimensions - education environment, distance learning, economic, enrollment, new employee supports - The Summit has worked consistently and cautiously to stay aligned to our mission and think creatively about the delivery of our education product to our students. The Strategic Planning Committee paused our plan roll out to focus efforts on the pandemic response and preparing our campus for students to return safely. Additionally, the tactics within our Strategic Plan were reviewed and refined to reflect the changes to our classroom model and increased employee support needs.

Diversity, Equity, and Inclusion

*The Summit has long prioritized “**create engaging, inclusive culture and school community**” as a pillar of our strategic thinking framework. This year has surfaced a new level of Diversity, Equity and Inclusion awareness within our society and community. In summer 2020, the Strategic Planning committee refined the recently drafted plan to increase specificity on the school’s continued efforts to build Diversity, Equity and Inclusion awareness within the curriculum and the organization through intentional program development, employment initiatives and community building.*

Strategic Foundations

Mission - Why do we exist?

To prepare learners for success by providing a progressive education with a challenging curriculum in a supportive environment.

Vision - What are we trying to create?

Inspire Life-long Learners

Strategic Pillars (10 Years):

Develop and Refine Education Philosophy and Approach

Increase Awareness of School Identity

Maximize Revenue Opportunities and Manage Expenses

Define and Fund Future Growth Needs

Develop External Relationships

Create Engaging, Inclusive Culture and School Community

Priorities (3-4 Years):

Priority A:
Develop Progressive Education Acumen

Priority B:
Improve Program Offering

Priority C:
Build the Team

Priority D:
Improve Communications to Drive Awareness, Enrollment, and Retention

Priority E:
Plan for Long-Term Financial Success

Priority F:
Provide Needed Facilities and Supplies

Supported by SMART Plans with up to 3 year timelines to accomplish (2020-2023)



Priority A: Develop Progressive Education Acumen

Tactics:

1. Define progressive education and Summit specific tenets of the progressive education model
2. Increase unique and creative curricular integration to improve progressive education execution
3. Establish The Summit as an educational expert in the community to improve both recruitment and retention

Strategic Pillar Alignment:

Develop and Refine Education Philosophy and Approach

Increase Awareness of School Identity

Create Engaging, Inclusive Culture and School Community



Priority B: Improve Program Offering

Tactics:

1. Create distinct middle school and high school programs with focus on collaboration and enhanced program offering to meet student needs and create critical volume
2. Complete documentation of curriculum plans, execution and student outcomes by vertical and horizontal teaching teams
3. Enhance community and belonging within the school - students, faculty, admin, families, trustees, and other supporters
4. Integrate and grow mission-driven classroom and auxiliary program offerings with innovative curriculum



Strategic Pillar Alignment:

Develop and Refine Education Philosophy and Approach

Create Engaging, Inclusive Culture and School Community

Maximize Revenue Opportunities and Manage Expenses

Priority C: Build the Team

Tactics:

1. Develop a comprehensive professional development plan in support of organizational mission
2. Evaluate and evolve compensation and benefits offerings for optimum recruitment and retention
3. Define and grow personnel resources (in number and responsibility/role) to best support program offering, administrative function, and volunteer support
4. Establish standardized operating procedure documents and organizational structure for departments and divisions
5. Define and support the important, evolving parent role in their student's developmental growth and educational success

Strategic Pillar Alignment:

Develop and
Refine Education
Philosophy and
Approach

Create Engaging,
Inclusive Culture
and School
Community

Define and Fund
Future Growth
Needs

Priority D: Improve Communications to Drive Awareness, Enrollment, and Retention

Tactics:

1. Communicate The Summit's clear identity and share vision for the school
2. Improve the admissions process and increase communication efficacy and frequency
3. Increase frequency and effectiveness of communication tactics, using data-driven insight, to better engage new students and community members
4. Grow and celebrate The Summit community's culture of recognition and traditions, new and old

Strategic Pillar Alignment:

Create Engaging,
Inclusive Culture
and School
Community

Increase
Awareness of
School Identity

Develop External
Relationships



Priority E: Plan for Long-Term Financial Success

Tactics:

1. Create a long-term financial plan
2. Conduct a comprehensive, comparative, and regional tuition analysis and evaluate financial benchmarks
3. Create a development forecast and plan to fund facilities, additional programming, and financial aid
4. Establish and integrate procedures, policies, and fundraising needs for all auxiliary and support groups in coordination with school administration

Strategic Pillar Alignment:

Define and Fund
Future Growth
Needs

Develop External
Relationships

Maximize
Revenue
Opportunities
and Manage
Expenses



Priority F: Provide Needed Facilities and Supplies



Tactics:

1. Establish a long-term campus/facilities master plan that prioritizes organizational mission-driven needs
2. Provide the ideal supplies to support premier curriculum and enhance instruction
3. Upgrade technology infrastructure to support the learning environment
4. Continually evaluate and improve existing facilities and infrastructure

Strategic Pillar Alignment:

Define and Fund
Future Growth
Needs

Maximize
Revenue
Opportunities
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Expenses





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