


# Bright School Strategic Plan

## *“Our Commitment to our Children”*

### Mission

**Goal:** Bright School’s mission will describe its overall educational philosophy, the scope of its program, its intended outcomes, and what students and families it can best serve. [\(1.1\)](#)\* 



\*each number in parenthesis refers to correlated items in Mr. Weary’s “Strategic Plan”, which you can use as a reference for further explanation or clarification. Just click on the paper symbol to the right of the number in parenthesis.





**Strategic Task:** The head of School and board chair will appoint a small committee to create a shortened summary of the full-length draft of the mission statement. Both the summary and portions of the full-length statement can be tailored in the future for special uses under certain circumstances.





### Teaching and Learning

**Goal:** Bright School will provide a challenging, innovative, and child-centered curriculum led by teachers who understand the importance of teaching to the whole child.

#### Strategic Tasks (2006-2007):

- 1 The head of school will announce that the school is creating two divisions: The Early Childhood Division (PK-2) and The Upper Division (3-5), appointing a head for each division. Reporting directly to the head, the division heads are responsible for curriculum, professional development, faculty evaluation, the daily operation of the school, the schedule, and parent relations. [\(3.1\)](#) 
- 2 The head of school will have charge the division heads to form a Teaching and Learning Committee (composed of the division heads, curriculum chairs, and KEC staff) to undertake a comprehensive review of and plans for addressing needs in the following areas: [\(3.2\)](#) 
  - Curricular standards and benchmarks
  - Systematic and cyclical review of all subjects and schedules, leading to comprehensive curriculum mapping for vertical and horizontal alignment of subject areas (including all special area subjects).

- Moving the faculty from a “teacher-centered” pedagogical style to a “child-centered” approach, based on most recent research and successful models.
  - Creating a more in-depth foreign language study with a goal of very basic fluency.
  - Emphasis on writing throughout the curriculum.
  - The seamless integration of the Kilbride Enrichment Center into the life of the school, including the progressive adoption of the School-Wide Enrichment Model.
  - Varied means of authentic student assessment, including writing, portfolios, performances, student-led parent conferences, reports home.
  - The full integration of technology in both teaching methods and learning tools, including the possibility of a wireless laptop program in grades four and five, the use of SmartBoards to enhance teaching and learning, new opportunities for videoconferencing with schools around the world, and a web-based, in-house newscast software for student productions.
  - School plays and performances that provide more authentic opportunities for student creativity and participation.
  - A working relationship, with consistent reporting and communication, with the college-preparatory, middle and secondary schools in the area.
  - A child-centered library that leads the school in creating a community of enthusiastic readers.
- 3 The head of school will have charge the division heads with assigning teachers to discussion groups and bringing back recommendations for the head, administrative team, and faculty to consider. [\(3.3\)](#) 
- 4 The head of school will charge the school counselor with establishing a task force to review the school’s character development program, including the following: [\(3.3 #’s 6 &10\)](#) 
- a grade level appropriate, progressive honor code
  - discipline policies and procedures
  - education of core values
  - community service projects
- 5 The head of school will initiate annual increases in professional development to allow the division heads and faculty to address the needs they discover and feel important for improvement. [\(4.1\)](#) 
- 6 The head of school, with the help of the division heads, will establish a faculty evaluation plan that includes formal observations, performance review, and review of professional development goals and plans. [\(3.1\)](#) 

- 7 The head of school will set forth a plan for increasing diversity among the faculty, staff, and students. [\(4.2\)](#) 
- 8 The head of school will charge a task force to review the meaningful ways the school honors service to the school—by teachers, volunteers, alums, etc.
- 9 The head of school and division heads will designate a space and formulate a plan for a faculty, on-site day-care co-op. Faculty using the space would be responsible for the costs of the operation (including wages and supplies).
- 10 The head of school will retain the services of a clinical psychologist to assist with student support team (SST) reviews and recommendations. [\(3.4\)](#) 
- 11 The head of school will appoint a full-time assistant to the first grade. Second and third grades will follow with an assistant in 2007-2008, and fourth and fifth in 2008-2009. [\(3.5-3.7\)](#) 
- 12 The head of school, in coordination with our director of technology, will appoint a network specialist and technology coach to assist the current director in the integration of technology into the classroom. [\(3.6\)](#) 
- 13 The head of school will institute a Master Teacher Program, including financial incentives, as a means of providing professional mentoring for teachers new to Bright School.
- 14 The head of school will charge a task force to create a Teacher Apprenticeship Program as a means of providing assistance to classroom teachers, training new teachers, and evaluating potential teachers at Bright School.







## **Communications, Marketing, and Admissions**

**Goal: The Bright School community will provide consistent and complete information to the school's present and potential constituents about the school's mission, programs, events, and achievements of students and faculty.**

### **Strategic Tasks (2006=2007):**

- 15 The head of school will appoint a new director of alumni and development. One clerical assistant will be assigned to this office depending on the needs of both the





director of alumni and development and the director of marketing and communication.

- 16 The head of school will locate the offices of admissions, marketing and communications, and alumni development in close proximity to one another to facilitate communication and coordination of their work.
- 17 The head of school will appoint a director of marketing and communication to oversee the standardization of all school communications, including newsletters, web site, media releases, admissions marketing, advertising, and all other school publications. The director will also oversee the comprehensive transition from paper to web-based communication, where appropriate. [\(2.1\)](#) 
- 18 The head of school will charge a committee of parents and administrators with review of sample parent codes of behavior; the committee will generate a new code to be adopted by the Bright School board. [\(2.2\)](#) 
- 19 The head of school, working with the school counselor and the director of communications, will announce a plan for engaging parents in discussions of relevant issues regarding parenting, education and child development. These discussions might be generated by readings, visiting speakers, or films. [\(2.3\)](#) 
- 20 The head of school will appoint a small task force under the guidance of the director of marketing and communication to review the school's marketing plan from the perspective of addressing the Chattanooga *region*, and with that clear and consistent message. [\(2.4\)](#) 
- 21 The head of school will charge the director of marketing and communications and the director of admissions to review all admissions procedures, including student assessment instruments, welcome signs, office decor, open houses and receptions, parent "ambassador" groups, and parent interviews. [\(2.5\)](#) 
- 22 The head of school will shift the management of human resources to the business office to allow the admissions director to focus solely on admissions affairs. The admissions office will continue to require a part-time assistant. [\(2.6\)](#) 

## Facilities

**Goal: Bright School will provide well-maintained, attractive, and functional facilities to enhance the atmosphere, activities, and goals of the school's best teaching and learning.**



**Strategic Tasks (2006-2007):**









- 23** The head of school will appoint a task force to design a reallocation of office and classroom space to allow for the best placement of new administrators as well as an upgraded appearance of the school. [\(5.1\)](#) 
- 24** The head of school will receive a complete facilities maintenance audit, placed on software, and including annual plans and costs. [\(5.2\)](#) 
- 25** The head of school will appoint a facilities manager to supervise plant work, thus allowing the business manager time to work on long-term strategic issues. [\(5.5\)](#) 
- 26** By January 2008, the board of trustees will have approved a land acquisition policy for the decades to come and put in place action plans to implement it. [\(5.6\)](#) 

**Finances**

**Goal: Bright school will provide the means, processes, and personnel to garner and maintain the sufficient funds to support the educational mission of the school and its long-term future as a leading elementary school.**

**Strategic Tasks:**





- 27** The board chair, in conjunction with the head of school, will appoint a small task force to study our demographic and educational environment to develop several alternative models for Bright's enrollment in the years to come. [\(6.1\)](#) 
- 28** The head of school, in conjunction with the board chair, will charge the alumni and development director with leading a small task force (including trustees, alumni board members, and parents association leadership) to generate a complete development plan for the next three-to-five years. [\(6.2\)](#) 

- 29** The board chair, in conjunction with the head of school, will appoint a small task force to assess current auxiliary programs (after care and summer program) from the perspectives of quality, potential for service and revenue, market needs and opportunities, management, other funding requirements (including infrastructure), and timing. [\(6.3\)](#) 
- 30** The head of school will charge the lower school head, business manager, PK teachers, a trustee, and admission's director with the task of determining the need and feasibility of making pre-kindergarten a full-day program. [\(6.4\)](#) 
- 31** The business manager will complete an analysis of fees and solicitations for which parents have to write individual checks throughout the year. The business office will then determine the best arrangement for collection and accounting for fees.
- 32** The business manager, in conjunction with the food services manager and the physical education department, will create a food service information package to help educate students and parents about the healthy options the school provides students for snacks and lunch. [\(3.1\)](#) 
- 33** In conjunction with a review of the school's financial aid policy, the head of school will insert in the budget increasing sums of financial aid, so that Bright will stand at the median of Southeastern independent school in the percentage of its students served and percentage of tuition spent. [\(1.2\)](#) 
- 34** The head of school will place a line-item in the budget to allow expenses adequate to recruit the teachers needed in a rapidly developing program. [\(4.2\)](#) 
- 35** The head of school will begin a four-year increase in faculty salaries necessary to lift compensation to the mid-50th percentile of comparable independent schools in the Southeast. [\(4.3\)](#) 
- 36** The board will review and research all possible means for revenue enhancement (including tuition increases, endowment fundraising, and new development initiatives) appropriate to the emerging needs of Chattanooga's premier elementary school, as outlined in this plan. [\(6.5\)](#) 
- 37** By July 2008, the head of school will have begun a four-year increase in benefits awarded faculty, thereby bringing the percentage of salary they represent from a rather low 20% to a more credible 25%. [\(4.4\)](#) 

## Administration

**Goal: Bright School will provide the best structure, procedures, and support for the leaders of the school to serve to the best of their abilities.**







**Strategic Tasks (2006-2007):**

- 38** The head of school will meet on a weekly basis with the new administrative team (upper elementary head, early childhood head, business manager, director of technology, director of admissions, director of marketing and communications, and director of alumni and development) to discuss strategic initiatives important to Bright School. (7.1) 
- 39** The head of school will appoint, in addition to a school-wide and full-time receptionist, a full-time school secretary. (These are redesigned positions existing presently.) (7.2) 
- 40** The business manager, in conjunction with the technology committee, will begin to explore data systems options to allow the school to integrate financial, administrative, development, admissions, parent communications, and aspects of classroom instruction into a unified database and operating system. Our technology must meet the needs of an independent school in the 21<sup>st</sup> century. (7.4) 
- 41** The head of school will charge the school's technology committee to develop a strategic plan for technology over the next five years.
- 42** The head of school will upgrade our telephone system to allow readier and more efficient school access. (7.3) 

## Governance

**Goal: Bright School will provide the guidelines, procedures, and goals to support the board of trustees in its work to maintain the long-term health of the school.**

**Strategic Tasks (2006-2007):**

- 43** The board chair, working with the board's executive committee, will restructure the board's committees and clarify their particular tasks and assignments. (8.0) 
- 44** The head of school will prepare a set of benchmarks – from best-in-class peer schools--for independent school performance and give them to the board and its committees for use in the years ahead. (8.2) 
- 45** The board will conduct its first annual self-assessment based on the tasks identified for it in the course of this plan. (8.3) 
- 46** By January 2008, the board, in conjunction with the head of school, will have retained the services of a fundraising consultant to lead a feasibility study to determine the nature of the Centennial fundraising campaign. (8.4) 
- 47** By July 2008, the board will have approved a goal for the Centennial campaign and begun its quiet phase. (8.5) 
- 48** By July 2009, the board will have initiated the public phase of its campaign, with completion scheduled in time for the centennial celebrations. (8.6) 
- 49** By July 2009, the head of school will have commissioned a history of the school, to be ready for the centennial. (8.7) 