



Ware Academy Strategic Plan

SYKES/3/13/2017

OBJECTIVES

I. GOVERNANCE

The Ware Academy Board of Trustees will exemplify the best practices of an independent school board. Through sound policy and proactive financial planning, the Board will create stability both in the present and in a secure future for Ware Academy.

II. DEVELOPMENT

The Ware Academy Development Office will build authentic relationships with Ware Academy donors by personal visits and by communications which result in an informed partnership with a lifelong donor.

III. ENROLLMENT

Ware Academy will increase enrollment by fifteen students per year in each of the next four years or until it reaches the optimum desired enrollment.

IV. TECHNOLOGY

Ware Academy will become a school of the future. Appropriate technology, both administrative and instructional, will be available where age appropriate and where instruction is significantly enhanced.

V. PROGRAM

Signature programs of Ware Academy will be well understood throughout both the school and the greater service area.

FACILITIES

- VI. Ware Academy facilities will be maintained to the highest degree possible, and through creative and innovative use of space, maximum programming will be achieved.

I-GOVERNANCE

OBJECTIVE

The Ware Academy Board of Trustees will exemplify the best practices of an independent school board. Through sound policy and proactive financial planning, the Board will create stability both in the present and in a secure future for Ware Academy.

ACTIONS:

- A. The Board will insure that all Trustees receive training in Governance Best Practices as printed by the NAIS.

Owner: Committee on Trustees
Cost: Time and Printed Materials
Timeframe: On-Going

- B. The Board will develop a three to five year Strategic Financial Plan which supports not only the current demands and programs of the school but also the future needs as identified in the Ware Academy Strategic Plan.

Owner: Finance Committee
Cost: TBD
Timeframe: On-Going

- C. The Board will develop an annual State of the School to inform the constituencies of Ware Academy of present and future planning and needs of the school.

Owner: Board of Trustees
Cost: Time, Printing and Mailing (may choose electronic delivery)
Timeframe: Spring 2017

- D. The Board will cooperatively develop priorities for the Administration for each academic year using the appropriate documents (Strategic Plan, VAIS Recommendations, Board Initiatives)

Owner: Board of Trustees, HSEC
Cost: Time
Timeframe: Spring/Summer

- E. The Board will establish an annual agenda for the business for each standing committee of the Board which will include normal monthly business, scheduled committee reports and strategic initiatives to be completed for that year.

Owner: Board
Cost: Time
Timeframe: 17/18 Academic Year

- F. The Committee on Trustees will develop a profile of the Board in accordance with the strategic planning document and needs of the school informing prospective Trustees of the search and selection process for new Board members.

Owner: Board
Cost: Time
Timeframe: 17/18 academic year

II-DEVELOPMENT

OBJECTIVE

The Ware Academy Development Office will build authentic relationships with Ware Academy donors by personal visits and communications which result in an informed partnership with a lifelong donor.

ACTIONS:

- A. The Director of Development will provide database analysis in order to build appropriate prospect lists for the best use of limited Development resources.

Owner: Director of Development, Board of Trustees
Cost: Time
Timeframe: Immediate and Ongoing

- B. The Director of Development will provide the Head of School annually his/her goals for the Annual Fund, Annual Auction, Golf Tournament and other events with rationale for the goals and a plan to achieve them.

Owner: Director of Development and Head of School
Cost: Time
Timeframe: Spring of Each Year

- C. The Director of Development along with appropriate other Board and Staff will develop a personalized way of saying thank you for all donors. After defining a “major gift”, an

appreciation event will be developed to insure donors are recognized and informed so they become partners in Ware Academy.

Owner: Development Director
Cost: TBD (plaque, certificate, dinner)
Timeframe: 17/18 Academic Year

- D. The Director of Development will personally visit the top twenty donors from the 2016/17 academic year to meet and to thank them.

Owner: Director of Development
Cost: Coffee/Lunch
Timeframe: Begin Summer, 2017

- E. The percentage of current families participating in the Annual Fund will increase yearly for the next three years.

Owner: Director of Development
Cost: TBD
Timeframe: 2017/18 and Beyond

- F. Net proceeds from the Golf Tournament and the Auction/Gala will increase by 5% for the coming year.

Owner: Director of Development, Appropriate Members of the Event Committees
Cost: TBD
Timeframe: Immediate Planning

- G. The Director of Development will work with the Donor Relations Committee and appropriate members of the Board to identify prospective donors to initiate a major gifts program and to grow the school's endowment.

Owner: Director of Development, Donor Relations Committee, Board of Trustees
Cost: TBD
Timeframe: Immediate and Ongoing

III-ENROLLMENT

OBJECTIVE

Ware Academy will strive to increase enrollment in each of the next four years with the ultimate goal of achieving optimum desired enrollment.

1. **GOAL:** Ware Academy will strive to reenroll 100% of the students eligible to do so.

ACTIONS:

- A. Emphasize retention beginning with the first day of the school year. All Faculty and Staff will be intentional in building authentic relationships regarding individual and common interests of our students and their families.

Owner: Faculty, Staff and Administration
Cost: TBD
Timeframe: Ongoing

- B. A weekly electronic newsletter will be developed providing information about upcoming events and highlighting newsworthy items from the previous week.

Owner: Administrative Assistant and Appropriate Faculty/Staff
Cost: Time
Timeframe: Beginning of School 2017-18

- C. The faculty will create opportunities to build a culture of constant high student morale, e.g. reward certificates, green card recognition, and character development etc...

Owner: Faculty
Cost: Time and Printing
Timeframe: Immediate for Fall Implementation, Weekly Division Meetings, School Wide Assemblies

2. **GOAL:** Increase the "Inquiry to Enrolled" ratio by at least 5% annually for the next three years.

ACTION:

- A. Develop a plan for continuous communication will be developed for each inquiry. No inquiry will be closed to prospective student status unless specifically requested by the one who made the inquiry.

Owner: Director of Enrollment

Cost: Time
Timeframe: Immediate and Ongoing

- 3. GOAL:** Enroll 100% of those prospective students who have been accepted for the appropriate year.

ACTIONS:

- A. Continue to promote and explain the Variable Tuition Program so all families clearly understand the process and have reasonable expectations of what the results might be.

Owner: Director of Enrollment
Cost: Printing and Web Revision
Timeframe: Immediate and Ongoing

- B. The Administration and Finance Chair will review all parameters of the FACTS program in an analysis of whether it is possible to convert more applicants into enrollment.

Owner: Administration and Finance Chair
Cost: Time
Timeframe: Immediate and Ongoing

- C. The Administration and the Finance Committee will examine the Variable Tuition and other tuition discounting programs to determine if more liberal aid would result in a significant increase in net tuition revenue and higher enrollment at desired/most needed grade levels.

Owner: Administration and Finance Committee
Cost: TBD
Timeframe: Immediate and Ongoing

- D. The school will target specific under-enrolled grade levels for additional (liberal) aid as necessary to insure a robust enrollment.

Owner: Administration and Finance Committee and Ongoing
Cost: TBD
Timeframe: Immediate

4. **GOAL:** Ware Academy will develop a much greater community presence which increases community awareness and understanding of independent school education.

ACTIONS:

- A. The school will conduct a total review of print and media marketing and branding in the last eighteen months. All advertisements, admission materials, and all electronic and print parent communications will be examined for consistency and compelling information.

Owner: Faculty Committee
Cost: Time
Timeframe: Immediate and Ongoing

- B. Develop new strategies to promote the outstanding programs of Ware Academy and invite inquirers to attend our special events.

Owner: Faculty and Administration
Cost: Printing/Web Site Additions
Timeframe: Immediate and Ongoing

- C. The Director of Enrollment will regularly provide an update on names of inquirers, upcoming school visits, etc. and will provide feedback from any previous visits.

Owner: Director of Enrollment
Cost: Time
Timeframe: Immediate and Ongoing

- D. The Admission Office and a faculty committee will develop ways for the faculty to have personal contact with those who inquire and/or visit.

Owner: Director of Enrollment and Faculty Committee
Cost: Time
Timeframe: Immediate and Ongoing

- E. The school will study the feasibility of transportation to and from school for a wider service area.

Owner: Administration and Board of Trustees
Cost: TBD
Timeframe: 17/18 for the 18/19 academic year

F. Strategies will be developed to increase retention from Pre-Kindergarten to first grade.

Owner: Director of Enrollment, Pre-School, Kindergarten and First Grade Faculty
Cost: TBD
Timeframe: 17/18 academic year for 18/19

IV-TECHNOLOGY

OBJECTIVE

Ware Academy will become a school of the future. Appropriate technology, both administrative and instructional, will be available where age appropriate and where instruction is significantly enhanced.

- 1. GOAL:** Develop a plan containing individual pieces which can be implemented at any time. This comprehensive technology plan/vision with estimated costs should be presented as a total package- both for information to parents and constituencies and for the Development Office to present.

ACTIONS:

- A. Investigate the feasibility for attaining software which allows for Admission, Finance and Instruction to utilize an integrated database as appropriate.

Owner: Staff/Faculty
Cost: Annually: \$7000
Timeframe: Committee work in 17/18 for implementation in 18/19

- B. The school will conduct a comprehensive assessment of the current infrastructure with the end product being a plan for a wireless, highly dependable and robust network.

Owner: Administration and IT
Cost: TBD
Timeframe: January, 2018

- C. The school will study “Bring Your Own Device” programs as well as I-Pad and Chrome Book programs at other schools to determine obstacles and strategies to implement similar programs at Ware Academy.

Owner: Faculty Committee
Cost: To be Determined
Timeframe: 17/18 Academic Year for 18/19 Implementation

- D. Faculty will research necessary grade level and subject area instructional technologies needed to be a 21st Century leader in K-8 education. (Smart Boards, Copy Machines, Document Cameras, etc.)

Owner: Faculty Committee
Cost: Time
Timeframe: 2017/18 Academic Year for Implementation Beginning in 2018/19

- E. The school will develop a new security plan which takes advantage of the more robust wireless infrastructure.

Owner: Administration
Cost: TBD (Locks, Cameras, etc.)
Timeframe: Prior to the 2019/2020 academic year

- F. The school will develop a more intense and supportive professional development program to insure all faculty and staff are properly trained in both hardware and applications which might be made available.

Owner: Administration/Faculty
Cost: \$25,000 Annually
Timeframe: 2018/2019

V-PROGRAM

OBJECTIVE:

Signature programs of Ware Academy will be well understood throughout both the school community and the greater service area.

1. **GOAL:** Identify and promote the signature programs within each area of the school.

ACTIONS:

- A. Faculty will compile a list of the generally accepted signature programs available within each division at Ware Academy.

Owner: Faculty
Cost: Time
Timeframe: Spring, 2017

- B. The Admission Office will work cooperatively with the faculty to develop a promotional flyer which can be used in the admission recruiting efforts for each of the signature programs.

Owner: Admission Office
Cost: Printing
Timeframe: Immediate for the 2017/18 enrollment season

- C. The school will explore the addition of new programs or reinstatement of former programs which might cause families to enroll or re-enroll. (Robotics, Dance, Hand Bells, etc.)

Owner: Faculty/Administration
Cost: TBD
Timeframe: 2017/18 implementation if feasible

- D. The school will formalize its Character Education program so that it is visible, understandable and attractive to prospective families.

Owner: Faculty
Cost: Printing Banners, Posters, etc.
Timeframe: 2017/18

- E. The school will consider expanding the trip offerings in 6th, 7th and 8th grades downward to the 4th and 5th grades in order to provide anticipation of what comes each year.

Owner: Faculty and Administration
Cost: Time/ Costs of Trip
Timeframe: Begin with 18/19 academic year

VI-FACILITIES

OBJECTIVE:

Ware Academy facilities will be maintained to the highest degree possible and through creativity and innovative use of space, maximum programming will be achieved.

- 1. GOAL:** Visitors to the campus will notice the overall pride in the facilities evidenced by the cleanliness, attractiveness and functionality.

ACTIONS:

- A. Outside of buildings will be renewed by paint, window cleaning and power-washing where appropriate.

Owner: Parents / Administration
Cost: Donated
Timeframe: Immediate

- B. Classrooms, hallways and other public areas will be renewed as necessary to provide the best possible appearance for enrollment prospects

Owner: Parents / Administration
Cost: Donated if possible
Timeframe: Immediate

- C. Athletic facilities, both inside and outdoors, will continue to be maintained in exemplary fashion using paint, attractive signage and other means.

Owner: Administration
Cost: TBD
Timeframe: Immediate

- D. Identify, prioritize and address deferred maintenance items with the available means for such.

Owner: Facilities Committee and Administration
Cost: TBD
Timeframe: Immediate and Ongoing

2. **GOAL:** Completion of the Ware Academy Site Plan will continue to be a visionary goal for the school and for the Board of Trustees strategic thinking for the future.

ACTION:

- A. Continue to identify and prioritize phases for capital improvements, so that when feasibility for such is demonstrated, facility updates can occur incrementally.

Owner: Board of Trustees and Administration
Cost: TBD
Timeframe: Immediate and Ongoing