



STRATEGIC PLAN: 2022-2027

Mission: To help every child to reach their full potential through a Montessori education

Core Values: Community, peace, service, learning, respect

Vision: To positively shape the future by cultivating the next generation of inquisitive, independent, socially responsible young citizens

We envision a future in which JMS:

- Continuously refines board operations to ensure we are moving mission forward and supporting staff
- Is a respected, best-in-class place to be employed in early childhood education
- Builds out a high-quality, culturally enriching educational program
- Has a plan for sustaining our nonprofit's financial health
- Creates a beautiful, energy-efficient facility that supports effective learning and children's safety
- Is trusted by and connected to our community, nurturing relationships that help us drive our mission

STRATEGIC PRIORITIES (2022-2027):

Priority: Continuously refine board operations to ensure we are moving mission forward and supporting staff

- Update board processes so we have a structure to support our mission.
- Refine and update our committees (finance and board development committees especially) to activate the best use of time, wisdom, and energy from our board and staff.
- Review and update our bylaws to reflect our current understanding of the work.

Adopted July 20, 2022

- Write and approve a process for evaluating ED.
- Write and approve an ED and board succession plan.
- Formalize an annual board calendar to ensure institutional knowledge.
- Build and sustain a strong and supportive connection between board and ED.

Priority: Be a respected, best-in-class place to be employed in early childhood education

- Approve a budget and policy and practices for achieving a livable wage and strong compensation for leads and assistants (goal to have JMS “minimum wage” at \$18/hour by 2023/2024 school year).
- Continue to explore avenues for providing additional benefits and support to our staff.
- Explore and support paths for advancement for assistants and leads and provide them with quality training.

Priority: Build and maintain a high-quality, culturally enriching educational program

- Maintain AMI certification for both toddler and primary programs.
- Provide quality, AMI-recognized materials and update classroom materials on an annual basis.
- Build a culturally responsive program as outlined in the JMS Reparations Work Plan.
- Improve kindergarten retention.

Priority: Have a plan for sustaining our nonprofit’s financial health and making wise investments in our future

- Pass an investment policy that matches our risk tolerance, honors our values, and generates maximum return.
- Develop a strategic fundraising plan with an emphasis on community building and maximizing the role of the fundraising committee.
- Identify goals and a spending plan for medium and long-term investments that strengthen our employees, learning environment, and programs.

Priority: Create a beautiful, energy-efficient facility that supports effective learning and children’s safety

- Identify areas to improve energy efficiency to save money over the long-term.
- Pursue grant or other reduced cost opportunities for building upgrades such as heat system, windows, outdoor learning environment.
- Aspire to create an outdoor environment as high-quality as our indoor environment.
- Budget and plan for continued investments in maintenance and deferred maintenance.

Priority: Is trusted by and connected to our community, nurturing relationships that help us drive our mission

- Continue the board and school's work with anti-racism and healing (see [Anax Yaa Andagán Yé Work Plan](#)).
- Strengthen cooperation and collaboration with Montessori Borealis and SEAFOM, with a goal of at least one JMS member active on SEAFOM board.
- Build strong relationships with JMS families so that all feel welcome, included, and that their voices are valued.
- Explore partnerships with organizations whose missions and stakeholders overlap with ours.
- Advocate for funding and support for early childhood care in our community.
- Continue conversations with the school district about possibilities that help retain quality Montessori teachers in the region (example: healthcare option).
- Increase visibility of our school in our community by using local media outlets to share more mission-based stories and opportunities.

Implementation Suggestions Highlighted in below version – can be extracted for committee use/review

Additional tactics/Items to send to committee (from original draft)

Priority: Continuously refine board operations to ensure we are moving mission forward and supporting staff

- Clarify issues that impact our mission, including but not limited to:
 - Gaming: oversight and accountability, transparency
 - Role of the board in pedagogy
 - Anti-racism and healing (see Anax Yaa Andagán Yé Work Plan)
 - Changing the name of the school

Priority: Be a respected, best-in-class place to be employed in early childhood education

- Have a plan for board members to support and show appreciation for staff (cooking dinner for staff, for example)
- Support employee wellness through a reimbursement program for qualified expenses
- Explore paths for advancement for assistants and leads
- Revisit leave plan and calendar to ensure we are maximizing staff paid leave without compromising quality of care or too much time off for parents
- Provide specific, relevant training for lead guides to participate in each year
- Provide specific training for assistants to enhance their skills.
- potential "cost of living" increases yearly. A reevaluation of the yearly raise schedule.

Priority: Build and maintain a high-quality, culturally enriching educational program

- Create a FAQ for parents regarding kindergarten options (including the comparable cost of RALLY for students who choose public school)goal of sorts
- I would like for the board to consider saying we will consider capping primary classrooms for high quality education, as a goal of ours.

Priority: Have a plan for sustaining our nonprofit's financial health

- Explore small steps with the other Montessori schools in Alaska to build trust, with the idea of building an economy of scale that creates more resiliency for Montessori education in Alaska (example: shared training, compliance)

Priority: Create a beautiful, energy-efficient facility that supports effective learning and children's safety

- Identify areas to improve energy efficiency to save money over the long-term, such as: replacing old windows, installing heat pumps, insulating attic/crawl spaces
- Identify and pursue grant or other reduced cost opportunities for building upgrades such as heat system, windows, outdoor learning environment
- Develop/update a master plan for grounds improvement including:
 - New shed
 - New tools for children to be involved in care of outdoor environment (fewer toys)
 - Landscape/play structure development (more to do)
 - Consider changes to fencing to maximize use of outdoor space
 - Gazebo/Covered deck for outdoor classroom space

Priority: Is trusted by and connected to our community, nurturing relationships that help us drive our mission

- Explore partnerships with:
 - Discovery Southeast
 - Juneau Chamber of Commerce
 - CCTHITA
 - Goldbelt
 - Neighborhood schools like Sayeik Gastineau
 - CBJ (has identified childcare as a metric of growth)
- Continue conversations with the school district about possibilities that help retain quality Montessori teachers in the region (example: healthcare option)
- Increase visibility of our school in our community by using local media outlets to share more mission-based stories and opportunities (Juneau Afternoon on KTOO, etc.)