

Robert F. Munroe Day School

2018 - 2022 Strategic Plan

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Vision for the Future

Community Connection

The school stands as one of Gadsden County's most important institutions. Most people have some connection to the school, either directly or indirectly. The future of the area's growth and development depend on the community having an educational institution that allows families the option of a place for their children to obtain a quality education.

We are committed to expanding our connection to the community by taking full advantage of all our area has to offer. This includes building partnerships with post-secondary educational institutions, partnering with small businesses to create unique learning opportunities, and working closely with large businesses to give our children real-world experiences. Together these partnerships will prepare our students for the future and allow them to envision a future filled with possibilities.



Athletic and Academic Excellence

We are committed to helping each child at our school reach their full potential, in mind and body. We believe that quality instructors, small class sizes, a well-developed curriculum, and research-based instructional techniques will promote a learning environment that fosters student engagement and a love of learning.

Athletics has always been an important part of our school, and we are committed to reviving our athletic program to support a grassroots system that gives youth in our area a place to grow and develop in sports that provide opportunities to play in college. We will provide athletic teams, lead by quality coaches, that compete for and win championships.

Leaders and Innovators

The world is changing rapidly, and we are committed to preparing our students to be the leaders and innovators of the future. Through innovative academic courses and programs, our students will get a head start in fields related to medical, technology, programming, and innovation. Within our programs we will offer leadership opportunities, encouraging students to develop future-ready skills through student-driven projects that allow them to solve real-world problems.

Academic Strategic Goals

Over the next five years, Robert F. Munroe Day School will undergo a modernization of the education they provide as we prepare students to be the innovators and leaders of a rapidly changing future. All aspects of our school are being enhanced to provide the best educational experience possible for our families.

Future Ready Infrastructure

Our students will be educated in a modern learning environment that prepares them to learn and develop with all the tools needed to explore a variety of occupations that prepare them for the future. This includes a modernization of our network and computer systems. In addition, we plan on developing innovative learning spaces that encourage multimedia learning, collaboration with students both in the classroom and around the world, and the tools to explore a variety of STEAM (Science, Technology, Engineering, Arts, Math) related subjects.

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- Wi-Fi, Network, and Internet speeds, bandwidth, and density need to be adequate to support the increased demands that a modern connected classroom dictates.
 - While making physical books available for students that want them, continue to move towards digital textbooks in grades 6 - 12.
 - Redesign our facilities to provide a modern library that supports the technology and collaborative spaces necessary to provide a future-proof curriculum.
 - Create centralized technology and collaboration hubs that encourage teachers to facilitate an exciting curriculum geared towards future occupations.
 - Hire professionals that can properly support the technology and train the staff on technology usage.
 - Hire teachers that are innovators and excited about teaching future-ready skills.
 - Evaluate the best way to provide facilities that will assure the school meets its future goals.
 - Update the computers used by students school-wide.
 - Assure that students grades 9 - 12 have access to computers, not just tablets.
 - Provide class sets of iPads available for lower school.
 - Assure that students have access to computers running a variety of operating systems, including Windows and Mac OS.

College Ready Students

Robert F. Munroe develops the skills and excitement for learning that assures our students have the desire and capability to attend the finest colleges in Florida and the rest of the United States. We will develop a college placement program that gets parents involved early and helps guide students in the decision making process from an early age. We are committed to providing a curriculum, outstanding instruction, and the tools that will assure our students will not only be college ready, but ready to excel in college.

- Revise our entire college application process, with meetings beginning with families as early as middle school, and with a clear understanding of class trajectory and standardized test scores.
- Provide field trips to area colleges to allow students to learn about different college opportunities.
- Bring in college representatives from colleges our students might be interested in attending.
- Prepare our students beginning in 6th grade for college courses in high school and beyond. Make sure they are ready to be successful college students.

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- Expand our college coursework courses allowing for our students to get enough credits for an AA degree through partnerships with TCC, GTI, and AP Courses.
 - Assure that computer and research skills are part of every grade so that students grow up with these important skills.
 - Schedule meetings between students, parents, guidance counselor, and advisor each year to review academic progress and plan for the future.
 - Provide a College Guidance Counselor who gets the resources necessary to provide valuable feedback to students, parents, faculty, and staff about the college application process and how the school's curriculum should be aligned with the desires of the top colleges.

Students Ready for Any Future

Through a variety of real-world experiences, our students will experience for themselves a number of in demand and highly desirable jobs in the STEAM (Science, Technology, Engineering, Arts, Math), Liberal Arts (Language, Literature, Social Sciences), and Health Fields.

- Develop a program that exposes students to future occupations in the area that both excites and inspires them to achieve at a higher level.
- Engaging large-scale projects that support a real-world application of the curriculum and give students skills needed to be future innovators and leaders.
- Develop facilities that have the technology and resources to support learning effectively in an innovative, engaging, and collaborative way.
- Develop a curriculum that addresses real-world problems and allows students to work at solving some of these problems.
- Develop a curriculum that integrates project-based learning as a part of every class, ensuring students are developing the real world skill to apply what they are learning.
- Develop close relationships with area colleges and businesses that allow our students to experience cutting-edge occupations firsthand.
- Create opportunities for student internships and career planning, including job fairs.

Engaging Curriculum and Instruction

We are dedicated to updating our curriculum and instructional techniques to provide a learning experience that gives students the skills and knowledge they need to be successful. This includes revising what we teach and how we teach it. Students will experience classrooms that challenge them and excite their love of learning. The curriculum will be aligned to assure that every class supports the learning from other classes; across subjects and from one grade to the next.

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- Develop a detailed course description and educational curriculum handbook that is shared with parents that clearly explains the learning objectives.
 - Develop a schedule that allows for engaging electives and more expansive instruction while reducing the workload and stress placed on students.
 - Provide electives and connections in the curriculum to real-world jobs students are interested in, including:
 - Medical
 - Computer Programming
 - Environmental and Agricultural Science
 - Technology
 - Business and Entrepreneurship
 - Connect courses in all subjects to assure cross-curricular opportunities are identified and teachers are collaborating to support learning across subject areas, with clear grade level themes to reinforce learning.
 - Provide teachers with an online tool to develop and maintain their curriculum to assure that we are meeting our curricular goals and objectives.
 - Give parents the ability to follow along with the curriculum, seeing how the class is proceeding and knowing what is coming up in the future.
 - Develop a schedule in Lower School that has specialized teachers in the core curricular subjects to assure that students are getting an enhanced education from experts on the topic being taught.
 - Utilize skill-based assessment where appropriate to drive the focus away from a letter grade and towards the value of learning.
 - Reduce or eliminate summer work assigned by the school, instead offering summer programs that provide an opportunity for students to develop new skills and explore new topics of interest.
 - Allow students to take different foreign languages online while still providing on-site teachers for students desiring traditional classroom courses.
 - Revise the curriculum to assure that it aligns with what colleges are looking for in their top college prospects.
 - Provide clear professional development plans to assure that teachers continue to keep their instruction up to date and are properly preparing our students for college and beyond.
 - Conduct student course surveys in appropriate grades to give faculty and staff feedback about effective instructional practices and student satisfaction.

Using Data to Inform Instruction

Through a process of careful evaluation, the school's teachers, parents, and administration will review the full scope of a child's performance to inform future course choices, class placement, teacher instruction, and academic tools provided to assure that students are meeting their potential.

- Compare grades to testing annually to assure that grades and curriculum prepare students for the future.
- Create a student profile that showcases the learning, original experiences, and leadership growth each student experiences while at the school.
- Train teachers in how to use standardized testing results and the latest in instructional techniques and technology to inform and improve their instruction.
- Engage parents and students in reviewing student records, test results, and data so that future growth and potential are maximized.

Supporting All Our Learners

All of our students will receive superior learning support in all of their subjects. While every student will find topics and subjects challenging at a different level, the school will employ a variety of techniques to assure that our students have the best chance of reaching their potential. Students in need of greater challenges will find multiple opportunities to explore their talents and achieve a level of education not possible at any other school in our area.

- Provide after school time for students with teachers to meet and get extra help, with sports having a delayed start.
- Provide tutoring at the school for students in all grades.
- Provide courses that allow students to take college coursework in high school.
- Expand our Learning Specialist program and help educate parents about the need and benefits of the program.
- Create a standard form outlining behavioral and learning needs of students that is uniform for all students and that the teachers adapt their classroom to support.
- Focus our Learning Support Program on building skills and confidence.
- Create a program that allows exceptional students the chance to take accelerated courses.
- Schedule student-teacher meetings regularly to review students with accommodations to assure that the needs of the students are being met.
- Schedule Teacher/parent/student conferences that are required each year and scheduled at a time convenient for parents (not working hours).

Artistic Expression

It is clear that the ability to express artistic talent is important to promote the creativity and confidence. Our students will be provided with multiple options to explore and develop their creativity. Our art programs will include a variety of high technology options to encourage artistic skill development that can lead to career opportunities.

- Develop a theatrical arts program that encourages students in any age to explore skills related to theater, social media, and video editing, both from a performance and from a technical point of view.
- Develop art classes connect to the core academic classes to support learning.
- Provide digital art and graphic design classes as part of the elective cycle.
- Assure that regular classes integrate opportunities for artistic learning in the core curriculum.
- Hold public showcases and performances of student talent and work.
- Provide facilities needed to allow students to pursue their interests.
- Develop an auxiliary program that allows children to explore their artistic talents.

Educating Students with Character

Educating children with character is just as important as the academic education our students receive. Our students will learn about their place in the world. They treat others with respect, and work to leave the world a better place than they found it.

- Facilitate a cohesive Character Education program that encourages children to make safe and smart decisions both now and as adults.
- Address Digital Citizenship, focusing on how to allow students to make the best choices online, and allow them to understand the consequences of their online activities.
- Reinforce empathy in the Character Education program.
- Assure that high school students are prepared for a future college experience in which they make good choices for their future.
- Develop an Honor Code and Honor Board work to provide peer guidance and oversight to ensure that our students have a supportive and positive environment to grow and develop.
- Assure that the admissions process and orientation process inform new families of the behavioral expectations before starting at the school.
- Develop a method of clear communication with parents during incidences of misbehavior. Students are given opportunities to learn from their mistakes, while clear expectations are presented to the families.

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- Develop a program in which students learn about and appreciate their role in the world community and are given opportunities to work with other children from various backgrounds and cultures.
 - Develop a program in which students acknowledge and empathize with others of different race and gender, as well as ethnic, religious, and economic backgrounds.

Safety

Keeping our children safe at school will always be a priority for our entire community. We will revise and update our plans and infrastructure to give our students a safe and secure learning environment that still maintains the same small town feel as we currently enjoy.

- Assure that teachers, staff, substitutes, and students are educated and practice responding to a variety of emergency situations.
- Develop a program focused on student safety that has practice and preparation built into the annual procedures.
- Update the entry into buildings and fencing around student areas to assure they are secured.
- Improved and expanded the camera system.
- Assure that mechanisms are in place that prevent gaining access without checking into the main office.
- Develop a closer relationship with police to ensure student safety.
- Develop an internal communication system for emergencies.
- Assure that every classroom gets emergency announcements and can make emergency calls.
- Revise and regulate the sign-in and sign-out procedures.

Educating Outside the Classroom

The benefits of experiential learning are of great importance to our community. Our families will be provided with more opportunities for children to experience hands-on field trips directly connected to the curriculum. For specific areas of interest that go beyond our everyday classroom experiences, after school and summer programs will be provided that provide chances to explore specific topics of interest, get remediation in areas that need more support, or get a head start in specific academic areas.

- Revise the entire current field trip process to assure that trips are meaningful and appropriate.
- Create field trips connect to the curriculum and enhance learning.
- Plan field trips that connect to multiple classes and are built into the class assessments.

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- Provide after school activities for students in all grades to explore topics of interest.
 - Bring in local resources for in-school field trips that connect to the curriculum.
 - Leverage technology to bring in virtual experts on topics related to the curriculum.
 - Create clubs that are based on student and faculty areas of interest allowing students to explore topics outside the regular curriculum, with clear signup periods and communication to parents.
 - Provide accelerated learning opportunities to students during the summer so that students can continue to be challenged and to give an advantage in the college application process.
 - Provide remediation courses for students during the summer to allow them to catch up in core course areas.
 - Showcase student learning and achievements to the public.

Providing a Memorable Experience

We will be creating an educational experience that builds pride in the school and creates memorable opportunities to become part of a special community. We want our families to be proud to be at our school.

- Create senior privileges that gives seniors increased responsibilities, while also taking on an enhanced leadership position in the school.
- Provide more events and holiday experiences that enhance the experience of attending the school.
- Develop an internal “house” or grade system with ongoing points to encourage participation and give meaning to a variety of student life experiences.
- Develop on campus “Points of Spirit”, giving students physical representations for school spirit.
 - A landmark students can paint with messages.
 - Parking spaces are assigned to students and can be painted.

Athletic Excellence

We are committed to providing the best athletic experience and the highest performing athletic teams possible. Our renewed focus will include the development of an athletic program that builds a developmental program that starts in our physical education program and includes opportunities to compete throughout a student's time at the school.

- Update the weight room with modern equipment and an enhanced look that promotes usage by all the school's athletes.

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- Revise the sports options to make sure that the sports offered are sports our community is excited about while still evaluating if we are offering too many sports.
 - Assure that students can only play more than one sport in the same season if the schedules have been set to accommodate multi-sport athletes.
 - Build a quality coaching staff comprised of coaches dedicated to the long-term development of their teams.
 - Establish the ability to host games at home in all sports offered.
 - Provide off-season training opportunities.
 - Develop an on campus grassroots development program.
 - Assure that JV and MS teams have coaching staffs that are dedicated to the development of the program and avoid overlap between coaches on the varsity team.
 - Focus the athletic program on working towards competing for and winning championships.
 - Develop a plan for all team athletic uniforms so that every team avoids having to use uniforms no longer appropriate.
 - Include sports participation and attendance on transcripts.
 - Combine all booster clubs to one unified parent group that focuses on enhancing the entire athletic program and facilities, with regular meetings held throughout the year involving all the sports.
 - Hold team parent meetings well before the season with clear expectations, with a finalized schedule, practice plan, and equipment needs in place.
 - Better organized communication plan about practices and game times.
 - Include athletic updates and information in the Munroe Minute.
 - Create an athletic program that is focused on long-term athlete development.
 - Hire coaches and set policies that support a multi-sport athlete vision for the athletic program rather than specialized athletes.

Parent Partnerships

The parent-school partnership is a major focus of the school. Every employee of the school is committed to forging a positive relationship that encourages a partnership between the children, the parents, and the faculty to allow for every child to meet with success in a safe and supportive school.

- Provide a school director that parents can opt out of.
- Leverage technology to streamline parent-teacher communication.
- Provide opportunities to showcase student success and the innovative classroom experiences students are experiencing.
- Provide regular feedback to parents about their children.

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- Find new ways of providing feedback to parents about a student's achievement beyond just letter grades so that it is personalized and meaningful.
 - Revise the parent conference process to encourage convenient face-to-face meetings about student achievement.
 - Create a partnership with parents that explores how each student can reach their potential.
 - Create a system so that all contact information is updated on all the school's systems.
 - Find a new online parent portal that improves communication and updates to the parents in all aspects of their child's experience at the school, including grades, billing, discipline, athletics, and parent-to-teacher communication.
 - Parents have access to bus driver names and phone numbers.
 - A parent handbook that explains all the parent groups, their purpose, and when they meet for the year.
 - Streamline the re-enrollment process.

Finding Tomorrow's Next Bobcats

Finding mission-appropriate students is a new focus of the school moving forward. We strive to find students and families that find our school and the quality education it provides is a meaningful investment in a child's future. We believe that any child should be able to enjoy all our school has to offer, so our financial aid plan will allow any family to afford to send their child to our school.

- Expand the bus system to allow more families to take advantage of the school.
- Communicate the available financial aid options.
- Present bus routes and options to families early in the process.
- Provide carpool resources to families.
- Facilitate a more comprehensive identification program that limits students from coming to the school if it is clear they will not be successful.
- Identify a child's place in the grade they are entering and assure that we have the support they will need to be successful.
- Create a clear admissions plan that the admissions director follows, tracking each student from inquiry to the application, to testing, to tours, to enrollment, providing a personalized experience while getting to know the family.
- Contact previous schools about all applicants to help limit negative impacts on the student body.
- Create an onboarding program that introduces our school culture and assures that families are ready for the challenges and opportunities the school holds in store for them.
- Encourage and reward word-of-mouth advertising by current parents.

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- Develop an advertising and search process that targets students from the widest range possible.
 - Create opportunities for the community to see our campus and to engage local families, including youth athletic and exploring the possibility of adult education.
 - Develop a program that leverages current families to help shepherd new families into the school.
 - Provide bus transportation for the students in after-school activities.

Early Childhood Program

Our program represents the best early learning program available to the local community. The program will be expanded to include more opportunities to develop advanced language, technology, and mathematical skills while continuing the tradition of providing a supportive and caring atmosphere for all of our students.

- Provide access to speech and behavioral therapist.
- Build STEAM into the curriculum.
- Include the same special subjects in kindergarten that we provide in the lower school.
- Bring the Kindergarten together to the main school so that resources at both can be leveraged to best support the mission of the school.
- Create a clear bridge between the children and parents of the Kindergarten and the main campus programming, focusing on converting more to 1st-grade students.
- Communicate and promote our in school assessment to identify academic and social strengths and weaknesses and a program to address deficiencies.
- Update the curriculum to more directly tie to later grades.
- Communicate to the community the academic focus of the program to help differentiate from local daycares.

Fiscal Strategic Goals

The Board of Trustees is dedicated to providing the fiscal guidance and fiduciary leadership to assure the long-term success of the school. The school will continue to grow and develop into the area's top independent school, providing the children of this region the best educational experience possible while preparing them to be the innovators and leaders of tomorrow.

Funding the Future

Create a budget and funding goals that support the future development of the school.

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- Facilitate a capital campaign to move the campus east so that it is closer to the population of Gadsden County.
 - Purchase or secure a future location for the new campus.
 - Develop a strategy for moving the campus.
 - Create a fiscal plan to match or exceed the region's pay structure to be more competitive when hiring and retaining teachers and staff.
 - Improve the benefits offered to better encourage our best faculty and staff, particularly our youngest employees, to remain with the school while giving the school the ability to attract outstanding employees.

Fundraising for Another 50 Years

The school has always held a special place in the community. We will develop a closer relationship with the community with a stronger focus on funding the future generation through a variety of scholarship options, allowing more children in our area to take advantage of the opportunities the school provides.

- Build relationships with Alumni through events like Hall of Fame, Homecoming, a dedicated newsletter, and dinners.
- Develop fundraising sources beyond parents.
- Encourage major donors to move towards the funding of endowments and capital campaign rather than relying on them to make up the bulk of the annual fund.
- Increase participation and understanding of the annual fund by all stakeholders in the school community.
- Remove the requirement to fundraise to have an athletic program, instead focusing the booster club on enhancing the program, rather than funding its operation, and require a booster club fee rather than forcing excessive fundraising.
- Revise and reduce the number of fundraising events that families are asked to participate in, focusing on a few key opportunities that support the school, and communicate all the fundraisers at the beginning of the year.
- Create a required volunteer program for families that allows families to pay to opt out.
- Clearly explain what the fundraised money will be used for.
- Build relationships with local organizations to encourage giving to scholarships and the endowment fund.
- Have the advancement office supervise and organize a majority of all the fundraising at the school, ensuring cohesion and a high-quality effort.

Endowment Fund

Create an endowment fund that goes to support specific programs.

- Create a fund that allows for the use of funds towards providing financial aid to limit the exposure to the Florida Choice scholarship program.
- Communicate what an endowment fund is and how donors can assure their legacy at the school.

Implementation and Evaluation Strategy

The strategic plan represents a vision for the future that sees our school becoming the top educational option for children in our region. Our vision sets the bar high, and it is our community's intention to sail over the bar. To achieve the goals set forth in this vision for the future, we have established a plan of action.

- The Headmaster will be responsible for the day to day implementation of the plan.
- During Board meetings, the Headmaster will update the Board of Trustees on the current status of the plan.
- The Board of Trustees will meet annually to assess the implementation of the plan.
- The Strategic Vision Committee will meet no less than twice a year to receive updates on all aspects of the vision.
- Board members will receive staff reports on their area of responsibility.
- School staff will be assigned different sections of the plan to implement on a day to day basis. Monthly meetings will assess the current status.
- Annually the Board of Trustees will publish the current status of the plan, related objectives met, and plans for the future.

Plan Development Procedure

This plan was developed by the entire school community. Meetings were held with the Board of Trustees, the Strategic Planning Committee, parents, faculty, staff, and students. Meetings were held as brainstorming sessions in which individuals were given the chance to provide feedback on a number of topics. Then groups were formed that allowed for more reflection on the ideas presented. Finally, groups were asked to refine their thoughts into definable goals. These goals were consolidated, with themes developed and expanded upon. The final version was then revised and approved by the Strategic Vision Committee and the Board of Trustees.