

The Logan School Strategic Plan

2008-2011

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Executive Summary

The purpose of The Logan School's strategic plan is to carry on the school's core mission as well as its essential values and objectives, and to allow them to thrive. This plan, which covers the next three years (2008 – 2011), is intended to build on the remarkable growth and accomplishment The Logan School experienced through its efforts to follow and implement the 2003 Long Range Plan.

After reviewing community input on the state of the school, Logan's staff and Board of Trustees held multiple meetings to discuss five themes that emerged from the feedback: the educational program; staff recruiting and retention; diversity; going green; and financial sustainability. These themes evolved into the following five goals that are the foundation of the Strategic Plan:

- Assess and evaluate Logan's educational program to ensure it aligns with the core values and mission
- Retain and recruit exceptional faculty and staff
- Define what diversity means at Logan and promote inclusive practices within the Logan educational program and community
- Develop a student-focused "Go Green" program
- Establish goals and practices to ensure Logan's continued financial sustainability

The Strategic Plan describes in detail the importance of these goals as well as the major strategic initiatives that will be needed to make this plan a reality.

Goals and Strategies

Goal #1:

Assess and evaluate Logan's educational program to ensure it aligns with the school's mission and core values

The strength of Logan lies in the unique approach to education outlined in the mission and philosophy. We would like to improve the educational programs at Logan by eliminating practices that are inconsistent with the mission, and ensure sufficient time to implement the Logan philosophy.

Strategy #1

Re-affirm Logan's philosophy

- 1.1 Staff meetings exploring the current implementation of the philosophy.
- 1.2 Have the staff create documents expressing the Logan philosophy.

Strategy #2

Re-evaluate our current educational practices to be sure they are applied consistently and that they focus on Logan's core values.

- 2.1 Prioritize elements of the program through involvement of the Logan community and address what is important to Logan's philosophy.
- 2.2 Publish information on how to achieve some aspect of Logan's program.
- 2.3 Better integration of sports, language and music into the Educational classes at Logan.

Strategy #3

Implement our individualized curriculum model, while ensuring that Logan is a student-driven school.

- 3.1 Update Logan's curriculum guide.

Goal #2:

Retain and recruit exceptional faculty and staff

In addition to teaching students the skills they need to become life-long learners, Logan's educational model requires teachers to develop and implement an individual curriculum for each student. Therefore, high-quality staff and adequate professional support are absolutely critical to Logan's ability to deliver on its mission.

Strategy #1

Continue to raise teacher salaries and benefits in a financially sustainable way.

1.1 Re-evaluate staff benefits.

1.2 Consistently compare Logan's salaries and benefits with other ACIS and public schools.

Strategy #2

Increase availability of in-house expertise such as the learning specialist and school psychologist.

2.1 Add hours for the learning specialist and school psychologist.

Strategy #3

Increase external professional development opportunities.

3.1 Increase funding for professional development.

3.2 Make an expectation that all teachers will engage in professional development each year.

3.3 Take advantage of opportunities to present at conferences, share with a broader audience.

3.4 Apply a concept of lifelong learning to teachers -each creates a professional development plan.

Strategy #4

Seek creative ways to nurture, rejuvenate, and recognize faculty and staff.

4.1 Create a committee to find ways to nurture, rejuvenate and recognize the faculty.

4.2 Continue off-site retreats.

Goal #3

Continue to explore what Diversity means to Logan and why we value it. Diversity within Logan needs to be evaluated in regards to how we promote it and how inclusive practices within the Logan educational program and community are maintained.

Strategy # 1

Re-evaluate Logan's diversity statement to ensure alignment with school's mission and philosophy.

1.1 Undergo a process to review Logan's diversity statement and make necessary changes in order to connect it more directly with Logan's mission & philosophy.

1.2 Present diversity statement to Board for input and approval.

Strategy # 2

Gather information on diversity issues at Logan from key audiences, including alumni or former students.

2.1 Conduct surveys about diversity issues at Logan; including measurable markers to track progress of students on Logan's recruiting and retention philosophy for diverse families.

2.2 Sponsor evening discussions re: surveys

2.3 Solicit written feedback

Strategy # 3

Train and promote inclusiveness not only within the staff, but throughout the entire Logan community.

3.1 Address diversity in terms of hiring practices and Board participation

3.2 Improve the diversity of library offerings

3.3 Inclusiveness training for staff, parents, and board, addressing inclusiveness broadly, particularly including issues related to race/culture and socioeconomic diversity.

3.4 Hold joint meetings between representatives of the diversity committee and staff to ensure broader communication.

3.5 In the school and classrooms, explore curricula that promote an emotionally safe and supportive environment.

3.6 Create a database of all units to facilitate inclusion of diverse points of view.

3.7 Develop extensive list of diverse career professionals to serve as volunteers and resources for students.

3.8 Engaging core teachers in developing and enhancing curricula related to diversity issues.

Strategy # 4

Explore implications for Logan presented by gifted students with learning differences.

4.1 Staff development, such as articles and speakers regarding learning differences

4.2 Increase hours of learning specialist and school psychologist

4.3 Continue to facilitate Parents of Students with Learning Differences support group, as a subcommittee of the Diversity Committee

4.4 Further develop resources and support for families with children who have learning differences.

Strategy # 5

Create opportunities for people from underserved backgrounds to feel an integral part of the Logan community.

5.1 Assess the need for and provide groups and services for parents and children from underserved backgrounds.

5.2 Facilitate school events (such as movie nights or basketball games) to facilitate social engagement of families from all backgrounds.

Goal #4

By focusing on living green, we will be able to teach the students in a more hands on way about how they can have an impact, be environmentally responsible, and empower them to make changes inside and outside of school.

Strategy #1

Logan community will initiate ways that the school itself will go green, and the staff will apply the plan.

Strategy #2

Promote students to participate in making the school greener.

2.1 New classroom jobs of “light monitor” to turn off lights and “computer shut downer” to turn off computer monitors on PC’s at the end of the day and to shut down all computers at the end of the week.

2.2 Older student volunteers educate new and/or younger students on ways to conserve paper and energy

2.3 Continue student help with paper recycling. Add a “reusable” paper box to each classroom for paper that has writing on only one side.

2.4 Student organized “bike to school” days. This would make the community greener and reaffirm our commitment

2.5 Student involvement in planning and implementing a recycling and waste minimization program for the cafeteria.

Strategy #3

Reduce energy usage within the school

3.1 Take better advantage of abundant day lighting potential by turning off lights when not needed, using desk lamps in place of room lights and delamping where possible.

3.2 Shut down computers monitors on PC’s at the end of the day and shut down all computers at the end of the week.

3.3 Turn down thermostats at night between 50 F and 60 F; set summer classroom temps to 85 F

3.4 Seek funding through grants or other avenues for the installation of equipment that provides renewable energy.

3.5 Replace 32W lamps from classroom lights with 25W lamps as the 32W lamps burn out

3.6 Install CO2 sensors for ventilation control

3.7 Install master thermostat control to easily change settings on all thermostats

3.8 Consider replacing current HVAC units with more energy efficient units when they need replaced.

Goal #5

Develop a sustainable budget model and enhance the tools used to identify and evaluate budget priorities and the optimum balance of funding sources (eg. Tuition, fees, annual giving and investments).

Strategy #1

Align marketing and community engagement with mission and values.

1.1 Identify and implement methods to improve the communication of the financial strengths necessary to support the Logan Program

1.2 Raise awareness and interest in Logan to increase the pool of donors.

Strategy #2

Develop financial modeling to document historical sources and uses of funds and explore implications of alternative scenarios for the future of increases in one source of funds vs another.

e.g. Explore over defined periods whether lower increases in tuition can be offset by incremental Annual Fund and Endowment disbursements. Identify alternatives and quantify associated funding thresholds.

2.1 Develop plan to “pre-fund” the Annual fund portion of the operating budget to reduce risk of funding shortfall of current year operations.

2.2 Explore alternatives in the proportional balance of Tuition, Annual Fund, Fund Raising, and Endowment in funding the school’s annual budget.

Strategy #3

Identify internal and industry benchmarks of key revenues and expenses to document trends and develop strategies for creating a sustainable budget consistent with Logan’s mission and values.

3.1 Identify the key revenue and expense line-items of the budget which indicate some measure of performance toward achieving and sustaining the program objectives of The Logan School. (eg. Financial aid, field trips, PPRSM, etc)

3.2 Gather historical data of the benchmark categories to evaluate historical performance

3.3 Set goals for relevant benchmarks in the context of a sustainable 5 –year rolling budget plan.

Strategy #4

Raise awareness and understanding of the Logan community of budget priorities and the integral importance of fundraising activities and the endowment campaign.

Appendix A

How the 2008-2011 Strategic Plan Came to Be

In 2006, The Logan School gathered data from teachers, staff, parents and students reflecting their loves and concerns about the school (this effort was also known as the “Current Reality Survey”). Generally, the comments from those who responded demonstrated that people are happy with Logan and believe that we have something very special here to maintain, foster, and grow. They considered student choice, individualization, our outstanding faculty and the sense of community as important components of what makes Logan such a special place. Although there was no agreement across all demographic segments of the community regarding any one area of concern, many of the expressed concerns related to making sure that we retain and enhance what is special about Logan and improve program consistency in the face of growth and change.

To build on this input, the board developed four “vision questions” designed to generate ideas and conversation about the community’s aspirations for Logan:

- In fifteen years, if you overheard someone talking about Logan, what would you want them to be saying?
- What are the characteristics of a Logan graduate?
- If money were no object, how would you further Logan’s mission?
- What can Logan contribute to education?

Faculty/Staff and Board of Trustees Responses to Vision Questions

Initially, board members, faculty and staff answered and discussed these vision questions as two separate groups. Then the board members attended a staff meeting to hear directly from the teachers about their hopes and dreams for Logan.

The two groups’ responses were remarkably similar, with virtually all of the input falling into five common themes: educational program, staff recruiting and retention, diversity, “going green,” and financial sustainability.

The board and staff then welcomed additional input from the Logan community. Parents and students responded to the vision questions via the internet, forms distributed to all families, and two meetings where staff, board members, and parents discussed the strategic planning topics. Members of the Diversity Committee and the Finance Committee reviewed segments of the plan and provided extensive input. Additional meetings with the staff drew more in-depth responses to the plan.

The love for The Logan School was evident in all of the feedback that we received! The comments and responses brought new ideas to light and ensured that the board had the benefit of everyone’s thoughts and insights when making the final decisions about the strategic plan.

