Maplebrook School Strategic Plan

2016-2021

Unlocking the Potential of Every Student
Dear Maplebrook Community:

Over the past 18 months, those of us selected to spearhead the creation of the next strategic plan are known as the Visionary Team. We have been engaged in developing the vision and planning out Maplebrook’s succession into the future. The process included data collection, interviews, surveys and collaboration with various constituents of the school. We are deeply grateful to all those whose time, hard work, passion and dedication to Maplebrook shaped this plan for the future.

Great schools must continuously look ahead in order to serve their students well. To enrich and balance looking toward the future, Maplebrook draws upon its rich history and solid traditions which we honor and from which our students continue to benefit. It is with this in mind that The Visionary Team put this five-year strategic plan together. The Visionary Team is committed to meeting quarterly to assess progress with this plan and assist the Head of School in preparing reports of progress to be communicated with all constituents.

Our past has included many great things and we are confident that our future will bring those that are bigger and better. As we navigate into the future, we use the following “road map” to guide us to continue to prove that The Future Begins Here!
Maplebrook School develops students who are:

- **Multifaceted Learners** – using any and all teaching techniques to their advantage, advocating for themselves, determined to achieve goals and developing resiliency from failures.

- **Collaborative & Empathetic Learners** – working effectively with others in a variety of contexts and a diversity of cultures.

- **Critical Thinkers** – questioning, pursuing and analyzing information.

- **Creative Problem Solvers** – producing original ideas and solutions.

- **Effective Communicators** – conveying a message with clarity and poise.

- **Respectful & Ethical Citizens** – conducting themselves in all aspects with integrity, respect, responsibility and compassion.
The mission of Maplebrook School is to provide quality academic programs for students with learning differences, and/or who may exhibit a learning disorder. Through small group and individualized instruction, the student will be assisted in reaching his/her academic, social, vocational and physical potential. In addition, the caring, supportive and home-like environment provides the necessary experiences to allow students the opportunity to assume a more independent role in society.

More specifically, the goals of Maplebrook School are to:

- Provide an academic curriculum designed to enhance strengths and remediate academic weaknesses.
- Provide an environment where the student develops self-awareness and social skills to participate appropriately in the community.
- Provide a setting where the student develops a peer support system consisting of companionship, friendship, and support.
- Offer a wide variety of structured and non-structured physical activities designed to assist the student in the areas of health care, physical fitness, and sportsmanship.
- Offer career education in occupational and vocational fields designed to provide job training for immediate or future entry into additional career training and/or employment.
- Provide life-skills education to assist the student in the acquisition of independent living skills.
- Facilitate the acquisition and understanding of universally accepted moral principles.
- Provide educational direction to students and parents in order to assist them in planning future opportunities.
- Facilitate the acquisition and utilization of technology skills in particular aspects of the students’ daily lives.
VISION STATEMENT

Maplebrook School will become recognized as one of the premier 21st century international boarding schools that serve students with learning differences. Our investment in our students will allow them to reach their highest potential while becoming resilient, responsible and productive global citizens.

Our vision, as a school community, is to inspire a commitment to lifelong learning, responsible citizenship and contributions to a better global society. This plan for the future encompasses the commitment to creating a culture of excellence.

The mission and goals of Maplebrook School, along with this strategic plan form the foundation for a life-altering boarding school experience whereby the whole of the school community thrives on healthy interdependence of mind, body and character to succeed in this ever-changing global society.
STRATEGIC PRIORITIES

- Affirm Maplebrook School Identity as a 21st century school
- Advance Marketing & Enrollment of Appropriate Students
- Build Educational Excellence & Leadership
- Emphasize a Distinctive Boarding School Experience
- Ensure Financial Stability & Growth
- Enhance & Foster Community Relations
- Develop & Implement Innovative Parent Programs
- Maximize Maplebrook School’s Physical Resources
GOAL 1: AFFIRM MAPLEBROOK SCHOOL’S IDENTITY AS A 21ST CENTURY SCHOOL

1. Educate members of the school, community and all constituents on the mission, vision and philosophy on an annual basis. ~ Head of School

2. Promote the mission, vision and philosophy to all Maplebrook School constituents on an annual basis. ~ Head of School

3. Evaluate all programs to determine mission appropriateness on an annual basis. ~ Head of School, Assistant Head of School for Postsecondary Studies

4. Advance as a leader in learning and teaching students with learning differences through well-designed curricula and programs. One training program each year in areas such as executive functioning, service learning, character education, etc. that would be offered to other educators. ~ Head of School, Assistant Head of School for Postsecondary Studies to be completed by January 2020

5. Develop at least one new collaborative partnership among educators worldwide each year. ~ Head of School, Assistant Head of School for Postsecondary Studies
6. Develop schoolwide programming to improve and promote a culture of boarding school, such as character development, emphasizing Maplebrook School traditions and total school involvement. 

*Head of School, Assistant Head of School to be completed by September 2017*

7. Transform Maplebrook into a 21st C. school by developing programs that emphasize sustainability, expanded technology, global collaboration and service learning. 

*Head of School, Assistant Head of School for Postsecondary Studies to be completed by September 2017*

8. Develop a schoolwide sustainability plan.  

*Assistant Head of School to be completed by January 2017*

9. Ensure Maplebrook’s commitment to be a “green” environment. Incorporate environmental sustainability schoolwide so as to emphasize to the whole school community the importance of environmental change and to be environmental stewards.  

*Assistant Head of School for Postsecondary Studies to be completed by January 2017*
GOAL 2: ADVANCE MARKETING AND THE ENROLLMENT OF APPROPRIATE STUDENTS.

1. Create and implement a rebranding initiative emphasizing Maplebrook School as a premier 21st C. international boarding school. - President, Enrollment Department to be completed by January 2017

2. Review and update the marketing plan for the school annually. - Enrollment Department

3. Increase school outreach through events at least every six months, accolades in the media and developing relationships with other schools, consultants, as well as various referral sources. - Enrollment Department

4. Increase the use of social media for marketing, including offering webinars and interactive educational programs developed by Maplebrook School. - Enrollment Department to be completed by January 2017

5. Assess and refine admissions criteria to meet the latest enrollment trends on an annual basis. - Enrollment Department

6. Create and implement marketing initiatives to increase inquiries, applications, visits and enrolled students to at least 95% capacity each year. - Enrollment Department
GOAL 3: MAKE ACADEMIC EXCELLENCE A PRIORITY FOR MAPLEBROOK SCHOOL AND DEVELOP LEADERS IN EDUCATIONAL PROGRAMS FOR 21ST C. STUDENTS WITH LEARNING DIFFERENCES.

1. Research and implement new assessments to measure student learning and effectiveness on an annual basis. - *School Psychologist*

2. Measure student achievement and success of new programs’ effectiveness on an annual basis. - *Dean of Academics, Director of LCE Program*

3. Use data from multiple assessment methods to evaluate student achievement, adjusting the instructional programming as needed on an annual basis. - *School Psychologist, Dean of Academics, Director of LCE Program*

4. Develop and implement comprehensive collegiate and career programs on an annual basis. - *Assistant Head of School for Postsecondary Studies, Director of LCE Program*

5. Reconfigure graduation requirements to include service learning projects. - *Dean of Academics, Director of LCE Program to be completed by September 2017*

6. Increase awareness and activities to promote student readiness for college and careers among staff, students and parents. - *Career Counselor, Director of NCI to be completed by September 2018*

7. Expand the number of articulation agreements with potential colleges by 50%. - *Assistant Head of School for Postsecondary Programs, Director of NCI to be completed by January 2021*
8. Continually assess and refine professional staff development and training opportunities on a yearly basis. Utilize organizations such as National Association of Independent Schools (NAIS) and New York State Association of Independent Schools (NYSAIS) as training opportunities. - President, Professional Staff Development Committee

9. Faculty/staff present annually at one Professional Staff Development (PSD) session on how they are integrating technology into their lessons, report on at least one professional journal article and/or conferences attended. - Head of School, Assistant Head of School for Postsecondary Studies

10. Map out and redesign curricula to align with the development of the 21st C. student. - Faculty, Curriculum Committee to be completed by September 2018

11. Integrate the latest technology and global educational advances schoolwide each year. - Faculty, Curriculum Committee

12. Advance the global competency of Maplebrook faculty and staff through professional development programs. - Professional Staff Development Committee to be completed by September 2019

13. Expand offerings and opportunities for innovation with a cutting-edge framework of technology and experiential learning. - Technology Coordinator, Dean of Academics, Director of LCE Program to be completed by September 2020

14. Integrate into lesson plans how to utilize technological resources to strengthen students’ experience for real-world application. - Faculty, Dean of Academics, Director of LCE Program to be completed by September 2017
GOAL 4: EMPHASIZE A DISTINCTIVE BOARDING SCHOOL EXPERIENCE.

1. Reaffirm Maplebrook School traditions such as the use of the Head of School and Assistant Head of School for Postsecondary Studies' houses for special events as they relate to the boarding school experience, especially fostering a family-like, safe environment. - Head of School, Assistant Head of School for Postsecondary Studies to be completed by September 2017

2. Develop superior programs that emphasize the inclusive, character-based community that is Maplebrook School. - Director of Boarding School Life to be completed by September 2018

3. Develop meaningful student life programs that complement our students' unique interests and abilities, such as leadership, service learning and cultural awareness. - Director of Boarding School Life, Director of Student Activities (both programs) to be completed by September 2017

4. Develop and update yearly a comprehensive technology lab that complements the academic curricula, fosters creativity and forms a solid technological base for our students. - Technology Coordinator

5. Develop a technology maintenance and upgrade plan to ensure a globally conscious approach to teaching in and out of our classrooms. - Technology Coordinator to be completed by September 2020

6. Create a procedure to utilize technology to enhance communication on a daily basis, enhance productivity and efficiency in all aspects of school life. - Dean of Academics, Director of LCE Program, Assistant Dean of Women to be completed by September 2017
7. Explore and develop programs to use technology for global connectedness and collaboration. - *Administrators in their respective areas to be completed by September 2020*

8. Foster physical and emotional well-being through rigorous athletics, creative arts programs and educational experiences targeting mindfulness, social awareness, healthy relationships and cultural awareness. - *Director of Athletics, Director of Boarding School Life, Director of Student Activities (both programs) to be completed by September 2019*

9. Redefine and expand executive functioning programs to incorporate all aspects of boarding school life on an annual basis. - *Dean of Academics, Director of LCE Program, Director of Boarding School Life*

10. Develop and implement a comprehensive program to enhance resiliency, risk-taking and perseverance as it pertains to the rapidly changing world. - *President, Head of School, Assistant Head of School for Postsecondary Studies to be completed by September 2017*

11. Develop a student leadership program that mirrors the 21st C. student. - *Director of Boarding School Life to be completed by September 2018*

12. Program more on campus activities for the students, particularly on weekends. - *Director of Boarding School Life, Director of Student Activities (both programs) to be completed by September 2017.*
GOAL 5: ENSURE FINANCIAL STABILITY AND GROWTH

1. Create a sustainable financial model based on enrollments and enrollment projections. - Enrollment Department, Business Manager to be completed by September 2018

2. Continually deliver high-quality, innovative programs while controlling tuition costs. - Business Manager, Head of School, Assistant Head of School for Postsecondary Studies

3. Maintain prudent financial management, review plans and adjust annually. - Business Manager, Finance Committee of the Board

4. Identify new opportunities for financial growth and advance sound financial practices. - Business Manager, Maplebrook School Foundation to be completed by September 2020

5. Annually assess priorities such as fundraising, investments and resource development goals to enhance Maplebrook School. - Finance Committee of the Board

6. Become less dependent on only tuition revenue. Explore, identify and implement means to provide additional revenue growth. - Maplebrook School Foundation, Board of Trustees to be completed by September 2018
7. Implement a plan to grow the school’s endowment with a view toward ensuring Maplebrook School’s permanence and affordability. - *Board of Trustees, Maplebrook School Foundation to be completed by September 2018*

8. Increase the awareness of the gap between the cost of tuition and the cost to educate the whole student on an annual basis. - *Maplebrook School Foundation*

9. Develop merit scholarship awards for efforts in sustainability, service learning and global stewardship. - *Executive Director of the Maplebrook School Foundation to be completed by September 2019*

10. Explore financial assistance programs to enhance the school’s capacity to attract and retain a diverse base of qualified students regardless of economic means. - *Business Manager, Enrollment Department to be completed by September 2018*

11. Ensure thoughtful succession by building a pipeline of prospective trustee candidates who are appropriately reflective of the mission of Maplebrook. - *Nominations Committee of the Board to be completed by September 2017*

12. Evaluate the profiles of members of the Board of Trustees and invite more diverse members. Explore the feasibility of adding at least one international member. - *Board of Trustees to be completed by September 2017*
GOAL 6: FOSTER AND ENHANCE COMMUNITY RELATIONS

1. Promote lifelong engagement and lasting connectedness with alumni, parents and friends through education, publications and networking throughout the year. ~ Alumni Association President, Director of Maplebrook School Foundation

2. Measure and promote successful alumni outcomes on a quarterly basis. Develop more formal methods to track alumni. ~ Director of the Maplebrook School Foundation, Alumni Association President

3. Create more programs to promote student successes, allow for additional interaction between current constituents and alumni, as well as past parents. ~ Enrollment Department, Alumni Association to be completed by September 2018

4. Identify and implement strategies annually that promote increased communication and collaboration between Maplebrook School and the community at large. These collaborative efforts should include both schools for students with learning differences and traditional boarding schools. ~ Head of School, Assistant Head of School for Postsecondary Studies

5. Promote Maplebrook School’s community outreach programs through community service projects throughout the year. ~ Head of School, Assistant Head of School for Postsecondary Programs
GOAL 6 CONT.

6. Establish an ad-hoc community resource committee to research how to increase participation and collaboration with the community. - Assistant Head of School for Postsecondary Studies, Director of Experiential Learning, Assistant Dean for Women to be completed by January 2018

7. Establish Maplebrook School as an official Work Readiness Credential test site to meet the needs of both our students and the community at large. - Director of Experiential Learning to be completed by September 2018

8. Establish an annual professional community event to educate local professionals on our mission, as well as enhance professional collaboration. - Head of School, Assistant Head of School for Postsecondary Studies, Director of Experiential Learning

9. Establish an ad-hoc committee to study the feasibility of membership in a regional or local organization to help promote professional collaboration and positive community relations. - Assistant Dean for Women to be completed by January 2018
GOAL 7: DEVELOP AND IMPLEMENT INNOVATIVE PARENT PROGRAMS

1. Effectively communicate with parents on a monthly basis, via different media, regarding their student’s progress and goals. - Head of School, Assistant Head of School for Postsecondary Studies

2. Create more consistent, healthy and successful connections between home and school with regular communication. - Head of School, Assistant Head of School for Postsecondary Studies

3. Increase parent participation in the Parents’ Council by 50%. - Dean of Academics, Director of LCE Program

4. Develop a Parent Services Program offering a series of educational services for parents that would include conducting quarterly webinars to assist parents in understanding their student’s educational plan and how they can support the school. - Assistant Head of School for Postsecondary Studies

5. Create an individualized transition plan upon admission for each student that will span the time they are at the school, review yearly and adjust as needed. - Director of Transition Services, Director of Admissions, Assistant Head of School for Postsecondary Studies, Dean of Academics
6. Promote a shared understanding of the Parent Council and strengthen its role in facilitating advocacy and volunteerism within Maplebrook’s parent community on an annual basis. - Head of School, Assistant Head of School for Postsecondary Studies

7. Utilize the Maplebrook School websites as a major source of information for parents, families and the community at large. These websites should be updated quarterly. - Administrative Team

8. Develop and implement a quality orientation program for new and international students as well as their families. - Enrollment Department, Director of Boarding School Life to be completed by September 2018
GOAL 8: MAXIMIZE MAPLEBROOK’S PHYSICAL RESOURCES

1. Develop a campus master plan that builds for future growth and maintains school facilities - *Buildings & Grounds Committee of the Board to be completed by September 2019*

2. Develop a technology committee to study how to enhance the infrastructure and increase resources to support our technology program. - *Buildings & Grounds Committee of the Board, Head of School, Assistant Head of School for Postsecondary Studies to be completed by January 2018*

3. Ensure that all new construction/improvements meet the standards of sustainability as projects are planned and completed. - *Buildings & Grounds Committee of the Board*

4. Continually expand the Etkin Environmental Center to honor the natural environment and offer programming to allow the community to experience all the EEC has to offer. - *Assistant Head of School for Postsecondary Studies, Director of LCE, Environmental Center faculty*
GOAL 8 CON’T.

5. Digitize all school records and store electronically in a sustainable manner. - Head of School, Assistant Head of School for Postsecondary Studies to be completed by January 2021

6. Expand and enhance the ICCS’s facilities based on enrollments within the current campus footprint in order to provide needed additional classroom space. - Buildings & Grounds Committee of the Board, Assistant Head of School for Postsecondary Studies

7. Recommend, on an annual basis, school-wide aesthetic improvements and revitalization of physical plant, such as installing solar panels to support sustainability. - Buildings & Grounds Committee of the Board

8. Address the list of periodic and deferred maintenance projects in a timely fashion to ensure safe facilities, prevent more costly repairs as assets deteriorate, and achieve cost savings through advance planning. - Facilities & Safety Committee, Director of Buildings & Grounds, Assistant Director of Buildings & Grounds
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