



Providence Montessori School

STRATEGIC PLAN

2009 - 2014



PROVIDENCE
MONTESSORI
SCHOOL



Board of Directors

2009/2010

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Strategic Planning Committee

Sally Baker
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Dedication

Sister Mary Cletus Hehman



This strategic plan is dedicated to Sister Mary Cletus Hehman, who loved Montessori education and the school that became Providence Montessori. She dedicated 43 years of her life to following the children and keeping Maria Montessori's vision vibrant and relevant. The Providence community mourned her passing in the summer of 2009, but her good works are effused throughout the school, and her spirit guides the vision presented in this strategic plan.



Dear Friends of Providence,

It has been said, “Where there is no vision, the people perish.” As an outcome of the faithful commitment of the friends of Providence – our founders, families, staff and community at large – the vision of Providence Montessori School continues to shine brightly. The countless numbers of hours of hard work and dedication has allowed our school to grow and prosper. From the simple dream of parents in the Lexington community desiring to start a Montessori school to the development of a five-acre campus under the direction of Sisters Marcia Jehn and Cletus Hehman, Providence Montessori School continues to carry not only the reputation for being the oldest American Montessori-accredited school in the state of Kentucky, but it is also widely viewed as the most reputable school of its kind. Today the school currently houses 230 children, ages 18 months through 12 years, and has a staff of 43 employees. This is a testament to the school’s sustainability and responsiveness to the needs of today’s generation.

The Board of Directors, desiring to have a positive impact on the school and leave it in a better place than when their children entered the doors, has carefully crafted a strategic plan to move the school forward into the next five years. The input of families and faculty into the goals of the plan are set forth in this document. The process has allowed the Board to proudly reflect upon the accomplishments of 2003-2008, while looking forward to the ambitious challenges of the newly adopted plan.

The strategic plan identifies the main goals, the rationale for each goal, and the process for implementation. As a road map to continue to guide and direct the school, the plan assures that all who are involved are focused upon the outcomes. Under the direction of the Board, the goals will be prioritized, funded and implemented. Ongoing reports regarding the attainment of the goals, will be reported to key stakeholders.

I invite you to join in our efforts as we continue to direct our energies towards excellence. We proudly recognize our place of distinction within the educational system and value the contributions of every friend of Providence, both in the past and future.

Warmest regards,

A handwritten signature in cursive script that reads "Carol Hiler".

Carol Hiler
Director



School

Providence Montessori School is the oldest American Montessori Society accredited school in Kentucky. It provides a quality and comprehensive Montessori program for 230 students, aged 18 months to 12 years.

The school was founded in 1965 with the support of the Lexington Montessori Society and offered two pre-school classes. It has been expanded to provide education through sixth grade with a training center for Montessori educators.

The current campus is situated on five acres with beautiful wildflower and formal gardens, playgrounds, and a sports field. Located five minutes from the heart of downtown Lexington, the school is a modern, fully equipped facility with eight classrooms, a library, a life lab, and a meeting hall. In 2006, a state-of-the-art Founders Arts and Activities Building was completed for physical education, music, art and Spanish classes. It provides a true Montessori environment in which to learn.

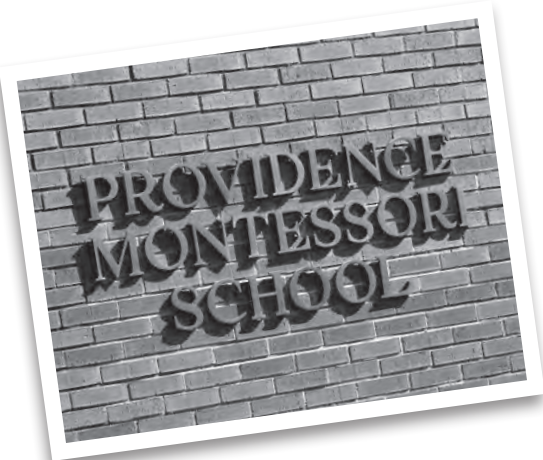
Providence Montessori is a non-profit organization governed by a Board of Directors elected from past and present parents and the teaching and administrative staff. It is funded solely by tuition.

Core Strengths

The success and uniqueness of Providence Montessori School can be attributed in part to these elements:

- A philosophy of education that values each child
- A facility designed for children and Montessori education
- A staff of committed and skilled educators and administrators

The strategic plan builds on these core strengths and provides a road map to guide us with broad details on goals, the rationale behind their selection, and strategies for implementation.



Mission Statement

To provide a quality environment, holistic in its approach, which unleashes in our children their natural curiosity, their intrinsic desire for life long learning, and their innate ability to be citizens who better our world community.

Heritage

History

1965: The Lexington Montessori Society is created with two classrooms, one at The Lexington School and the other at St. Peter Claver Catholic Church on Fourth Street. The first class at St. Peter Claver had 35 three and four-year-old students and two teachers in one classroom led by Sr. Marcia Jehn.



1966: Sr. Cletus Hehman joined Sr. Marcia and the upstairs classroom was opened with two sessions a day serving 100 total.

1983: The first parcel of land at Texaco Road was purchased from the Sisters of Divine Providence. The St. Peter Claver Montessori School becomes Providence Montessori School. The new school consisted of two primary classrooms and the first elementary classroom serving 100 students with eight teachers.

1986: A lower elementary wing is added, including a lunch room and teachers' room.

1988: Providence House is built as a residence for founders Sr. Marcia and Sr. Cletus. It is also used as the first upper elementary classroom.

1992: Haley Hall, the library, the life lab and additional elementary classrooms are added.

1997: An additional lower elementary classroom is built to accommodate demand at the elementary level. A butterfly garden is constructed with the help of the Kentucky Department of Fish and Wildlife

1999: Kathy Regan is named the new director of Providence, succeeding Sr. Marcia.





2003: Providence has grown to 230 children in eight classrooms, from pre-school through sixth grade with a teaching staff of 36. The campus sits on a five-acre site of gardens, playgrounds and a sports field.

2006: Providence Montessori celebrates its 40th anniversary, along with the retirement of Sr. Mary Cletus Hehman and the dedication of a new building, the Founders Arts and Activities Building (FAAB).

2007: The Boggs family gives Providence Montessori its first endowment of \$100,000 to provide financial aid to students. This endowment is in honor of Adriaan Kessler, the grandfather of former students Saskia and Portia Boggs. The school was the recipient of \$30,000 Lucille Little Grant for the Arts.

2008: Providence opens its first toddler program at Providence House.
Property at 1215 Texaco Road is purchased by the school for campus expansion.

2009: Property at 1211 Texaco Road is purchased for additional campus expansion.
Sr. Mary Cletus Hehman dies at 76 in Melbourne, KY.
Kathy Regan retires after ten years as school director.
Carol Hiler begins as new school director.



Goals

1 • Human Resources

Staff Benefits and Compensation

Goals

- *Compensation of staff at comparable levels for similar schools.*
- *Professional development for staff.*

Rationale

Increasing the salaries of Providence teachers has been a priority for the school's leaders, and staff is now compensated at levels that exceed comparable Montessori schools. To retain our exceptional team of teachers, the school will continue to review salary and benefit levels while supporting any staff member who seeks to attain Montessori credentials.

Implementation

- Provide the means, in part or whole, for each staff member to attain Montessori credentials.
- Monitor and review salary and benefit levels. Identify appropriate benchmarks for teacher salaries and appropriate benchmarks for specialty teachers.



2 • Nurturing Environment

Academic Enhancement

Goals

- *Maintain an academically challenging curriculum that adheres to the Montessori Method of education.*
- *Maintain and strengthen the parent-child-teacher relationship.*
- *Promote Montessori education.*

Rationale

The addition of the toddler and summer programs has extended Providence's reach to new families while enhancing our offerings to current students. As additional opportunities for academic growth occur, it will be important for strong bonds and ongoing communication to exist between all who nurture the child.

Implementation

- Identify and promote volunteer opportunities in the school community.
- Support and enhance the After School Program, the Summer Program, the Toddler Program and the Teacher Education Center.
- Survey parents and teachers about ways to improve communication between the two groups and then implement the most appropriate suggestions.
- Create an archival system to document the history of Providence and preserve the school's history in an up-to-date technological manner.



Goals

3 • Fiscal Responsibility

Financial Management

Goal

Maintain stewardship of the school's assets and ensure long-term financial security.

Rationale

Financial security is essential for the school's successful day-to-day management as well as the long-term needs of our growing campus and student body. In addition to Providence's core revenue sources, new opportunities for fiscal growth will be pursued.

Implementation

- Explore a wide range of development and fundraising opportunities, including grants, activities, gifts, planned giving and alumni relations.
- Develop a capital budget for the maintenance and enhancement of the building and grounds.





4 • Campus Development

Bricks and Mortar

Goals

- *Create adequate space for all operating programs.*
- *Enhance classroom instruction by providing current technology for students, teachers and staff.*
- *Continue to regard the beauty of the campus as a high priority with an emphasis on environmentally friendly practices in as many initiatives as possible.*

Rationale

The 2006 dedication of the Founders Art & Activities Building was a milestone in the school's campus development. As Providence continues to expand its program offerings, additional parking areas are needed to accommodate our growing student body. In addition to space needs, the school understands the importance of providing current technology to both students and staff.

Implementation

- Conduct a comprehensive assessment of space needs.
- Conduct a comprehensive assessment of technology needs.
- Apply for environmental grants to support the school's continued "green" practices.
- Pursue development of campus master plan.



Goals



5 • Financial Aid

Assistance for Families

Goal

Increase the school's ability to provide financial aid for qualifying families.

Rationale

In order to minimize the financial hardships that may affect Providence families during difficult economic times, the school is committed to increasing the fiscal resources that are dedicated to financial aid.

Implementation

- Creation of Development Committee to implement strategies to increase monetary donations.
- Increase the corpus of the Adriaan Kessler Endowment Fund.

6 • Diversity

Embracing Differences

Goal

Increase the school's socioeconomic and cultural diversity

Rationale

Embracing the concepts of Maria Montessori, Providence will seek additional financial resources and scholarship opportunities in order to increase diversity within our student body.

Implementation

- Direct funds in order to develop diversity.
- Seek opportunities to sponsor children from the neighborhood or the extended community to attend the school.





7 • Community Awareness

Marketing and Outreach

Goal

Increase community awareness of Providence Montessori and Montessori education.

Rationale

Sharing the story of Providence with the broader community is critical to the school's ability to continually attract new students. While we plan to utilize some of our strongest supporters – Providence alumni – to strengthen our outreach, we also will partner with area Montessori schools to promote the benefits of Montessori education.

Implementation

- Work with Montessori schools in the area to create a plan and budget to promote Montessori education.
- Develop a plan and allocate funding for continuous advertising and marketing.
- Create an alumni relations program to develop and maintain new networks to promote the school.



Implementation

Near Term

Campus Development and improving *Staff Benefits and Compensation* are identified as immediate priorities and will be completed in a one- to three-year horizon. The financial reviews will be undertaken as integral parts of these objectives.

Community Awareness and *Academic Enhancement* will commence in the current year.

Medium Term

The most pressing goals are the *Campus Development* and *Staff Compensation* review. A three- to five-year horizon is viewed as a realistic timetable to address *Financial Aid*.

Long Term

Developing a significant *Endowment*, given the timeline for the above objectives, will require a ten-year horizon. Endowment generation can begin immediately, on an informal basis, with a formal drive once the above goals are reached.



Providence Montessori School

1209 Texaco Road
Lexington, KY 40508-2026

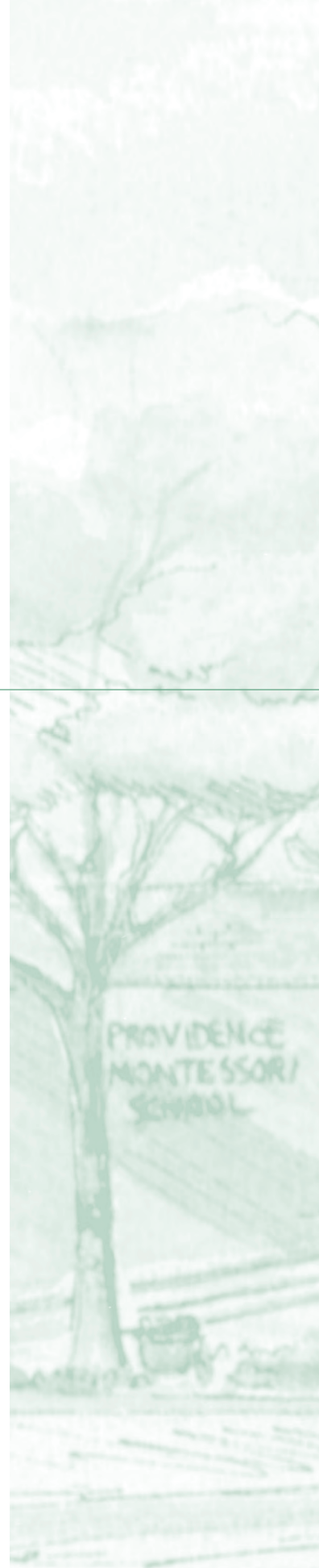
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Carol Hiler
Director

Faculty and Staff

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Irvin, Diane	Torabi, Lee
Kessinger, Christie	Trotter, Maria
Kuhn, Joellen	Webb, Emily
Latimer, Gretchen	Wright, Elise
Lynn, Jennifer	Young, Joan
Martin, Sue	Zachritz, Chris
Martinez, Viviana	
McCarter, Linda	



St. Peter Claver

Original site of
Providence Montessori
Sketch by Chesney Guyon

Front cover:

Current site of
Providence Montessori School
Sketch by Cissy Hamilton



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