



**Inly School**  
Strategic Directions  
2008-2013

**OUR MISSION**

Inly School is a partnership  
of children, teachers, and families,  
dedicated to the joyful discovery of each child's  
innate capabilities and potential.

Our community of learners  
inspires and nurtures children to become  
global citizens by embracing the philosophy  
and methods of Dr. Maria Montessori,  
in harmony with other compatible and  
innovative practices.

# **Inly School** Strategic Directions 2008–2013

## *Vision for our Strategic Plan*

We envision a two-part process for the Inly School 2008–2013 strategic plan.

Inly will revitalize existing programs to support, encourage and strengthen all students through the Montessori method and other compatible practices.

In addition, Inly is committed to introducing new programs that will inspire our students to become innovative thinkers and responsible world citizens, prepared to create and lead us into the future.

## *History*

In 2007–08, Inly School completed its most recent five-year strategic plan and embarked on a new plan to bring us to the year 2013. The purpose of this plan is to articulate the goals that will help Inly thrive for the next five years. We chose five years as a reasonable time frame given how quickly our world is changing.

The strategic planning committee (SPC) co-chairs met with the head of school and set the following goals for the committee:

- \* To affirm Inly's core values.
- \* To determine which core values are essential to our future.
- \* To assess which pressing needs the community believes should be addressed in the next few years.
- \* To articulate strategies that ensure Inly's place on the cutting edge of education.

# Inly School Strategic Directions 2008-2013

## SPC COMMITTEE MEMBERS AND AFFILIATIONS 2007-08

DONNA MILANI LUTHER  
Head of school

CATHY PHILLIPS  
UE parent, alumni parent,  
trustee, SPC co-chair

CORRINE WAGNER  
MS parent, trustee,  
SPC co-chair

PAUL ANTICO  
CH, LE & UE parent, trustee

LORI BATTÀ  
CH & LE parent

MARK DICKINSON  
UE parent, trustee

NED DIGREGORIO  
UE teacher and  
TO & CH parent

GEORGIE GLADDYS  
CH teacher

ALEXA HICKMAN  
LE teacher, TO parent

The first challenge for the SPC was to find a group of people that could lead us through this process. We wanted this committee to represent the community as a whole. With that in mind, we used the following as criteria for choosing committee members:

- Individuals connected to all different age levels of Inly students, and all different facets of Inly life including parents, teachers, administrators, trustees, and alumni.
- The committee size had to be large enough to represent every facet of Inly, yet small enough to be an effective working group.
- Each committee member had to have flexibility in their daily schedules to meet on a regular basis, so that we could complete the strategic planning by the end of the school year and thereby begin our new plan by the fall of 2008.

## *Process*

### *Visioning Sessions*

Last year, we invited everyone in the Inly community to share their views on our core values and dreams for Inly for the next few years. The committee hosted “visioning sessions” during the month of February to give everyone in our community an opportunity to share their thoughts. These sessions were offered before school, during the school day, after school, and in the evening. Tom Evans of RG 175 Resource Group led these sessions as an impartial consultant to help ensure that each and everyone of us felt comfortable sharing our thoughts candidly and honestly. The group sessions also provided an opportunity to work together and build on each other’s ideas. In addition to the parent sessions, Tom led the committee, the board of trustees, and the faculty and staff through the same core exercise.

# Inly School Strategic Directions 2008-2013

## *Online Survey*

Although we hoped to meet with as many parents as possible in person, we understood that some would not be able to attend a visioning session. So in March, the SPC distributed an electronic survey to the entire Inly community (including alumni). Providing both of these opportunities helped us reach the entire community, and we hope that every member felt heard.

## *Writing the Plan*

Once the strategic planning committee completed the process of information gathering, it began organizing the data into themes. Using Daniel Pink's *A Whole New Mind* as inspiration and a departure point, members worked to creatively envision future goals for Inly School. The committee is pleased to present the plan in this document.

## *Next Steps*

Planning and implementation of many of our strategic initiatives has already started. Several board and faculty committees are discussing action plans to meet the initiatives and will report their plans to the board in 2009. A few new subcommittees will be formed to deal with specific initiatives. All committees will be asked to submit plans to the board by the end of the 2008-09 school year, and progress will be reported to the Inly community in the fall as part of the annual report.

An important goal of our strategic planning process was to produce a plan that would be revisited and updated every year. Tom Evans will meet with us mid-year in 2009-10 to analyze any changes in our environment, look at our progress toward meeting initiatives, and recommend new initiatives to the board.

Interested in contributing your expertise and ideas to strategic action plans? Contact Cathy Phillips at 781-826-0939 or [cathyphillips@comcast.net](mailto:cathyphillips@comcast.net) to discuss how you can become involved.

### MARCIA HUMPHREY

Admissions director,  
alumni parent

### KRISTIN HUNT

LE, UE & MS parent

### LIZ KNOX

UE parent, communications  
director

### SANDY KRONITIS-

SIPOLS  
MS parent

### JOE McCUE

CH parent, former trustee

### LORI NEWMYER

Alumni parent, trustee

### LINDA SHROPSHIRE

Business manager

### TSCHOL SLADE

MS teacher and  
CH parent

### SHELLY SOMMER

Librarian and MS parent

### ANNIKA VOYNOW

Assistant head of school,  
CH parent

### PATTYANN ZOTZ

LE teacher and alumni parent

**CORE  
VALUES  
GUIDE OUR  
TEACHING,  
OUR RELA-  
TIONSHIPS,  
AND OUR  
LEADERSHIP  
AT INLY  
SCHOOL.**

## **Core Values**

- ✧ We respect the singular gifts of every member of our community and embrace our similarities and differences.
- ✧ We seek our personal best in all endeavors and are accountable for our own effort and conduct.
- ✧ We communicate honestly, directly, and openly as partners in the learning process.
- ✧ We explore ideas with an open mind and engage globally.
- ✧ We nurture and encourage others in their personal quest in a physically and emotionally safe environment.
- ✧ We model collaboration, integrity, and perseverance in our actions.
- ✧ We strive for balance of mind, body, and spirit.
- ✧ We prepare for the future through purposeful study, skill development, experiential learning, and continual reflection.

# Inly School Strategic Directions 2008–2013

## Community Initiatives

*Pursue and enroll a qualified, diverse, and appropriate applicant pool using strategies in admissions, financial aid, and marketing*

- Clearly communicate school's mission, values, and educational goals to external and internal constituents.
- Continue to develop overall diversity and balance across levels by building community relationships and expanding outreach to attract and retain qualified, diverse students and faculty.

*Engage the entire Inly community by striving for the successful involvement of every student, teacher, and parent*

- Develop parent programs to identify specific needs, and develop strategies to support incoming and transitioning parents and students.
- Provide ongoing level-to-level family mentoring programs, matching experienced families with families new to a level to assist with transition questions throughout the school year.
- Increase parent community cohesiveness by providing more diverse opportunities for gathering in small groups for lifelong learning, parenting discussions, and social interaction.
- Engage parents through volunteerism.
- Revise parent handbook to ensure clarity, consistency, and comprehensiveness, and include a family acknowledgment to help promote community investment in Inly's mission and core values.
- Develop a plan for periodically assessing level of satisfaction and understanding among parents and faculty.

### COMMUNITY GOAL

Strive to be a diverse and inclusive community that clearly reflects our core values.

# Inly School Strategic Directions 2008–2013

## PROGRAM GOAL

Strive to improve, strengthen, document, and clearly articulate our program within the context of our mission and goals.

### *Develop and strengthen our connections with the greater community*

- Revitalize Inly School web site to more effectively communicate the school's mission and programs.
- Expand community service opportunities at all levels.
- Develop a community relations plan.

## Program Initiatives

### *Review time spent in learning*

- Assess whether overall schedule at each level, including length of school day, number of school days, and amount of in-class time, allows for best learning mix according to current educational research and best practices.
- Review, prioritize, and balance scheduling in all curriculum areas, including core subjects, specialists, field trips, etc.

### *Assess curriculum*

- Study and integrate best practices of an integrated curriculum; provide teacher training and support materials.
- Increase documentation of curriculum elements and rationale at all levels, including specialties.
- Review and strengthen alignment within and among all levels.
- Create a schoolwide, cyclical curriculum review and advancement plan.
- Expand math, science, and technology core curricula to advance student learning at each level.
- Revitalize upper elementary core curriculum with attention to transition to Inly middle school.

# Inly School Strategic Directions 2008–2013

- Develop our athletics/movement program to include fitness and conditioning; create more opportunities for team sports.
- Assess whether programs meet the differing developmental needs of boys and girls.

## *Add educational support systems as needed*

- Develop consistent systems to identify needs and provide guidance for academic support at all levels of Inly's ability spectrum.
- Provide resources to teachers and families to help ensure that students' learning needs are addressed, tracked, and communicated appropriately.
- Prepare students for transition to high school with preparation in study skills, test-taking, and application of self-knowledge acquired through Inly middle school skill program.

## *Continue to create a vision for an Inly-style high school*

## **Finance Initiatives**

- Cultivate annual giving, alumni giving, and major gifts programs while decreasing emphasis on fundraising events.
- Ensure that tuition increases are reasonable while sustaining commitment to program, faculty, and facility needs.
- Design and implement a multi-year capital campaign for facility improvements based on the Inly Campus Master Plan.
- Clarify and communicate financial policies, including annual financial reporting, to the Inly community.
- Continue to strengthen Inly's financial profile, reducing debt and planning for an endowment as appropriate.

## **FINANCE GOAL**

Strengthen  
financial  
foundation and  
long-term  
stability of Inly.

## FACILITIES GOAL

Ensure that the Inly campus facilitates and enhances our programs and mission.

## Facilities Initiatives

*Move forward with site engineering, architect selection, and permitting to further the goals of the 2008 Campus Master Plan including:*

- Construction of an energy-efficient main school building featuring classroom space that enhances Inly's mission and accommodates all Inly students
- Improved parking and drop-off/pick-up access
- Enhanced exterior sports and recreation areas
- Campus-wide ADA-compliant accessibility

*Utilize sustainable, environmentally conscious construction and maintenance of new and existing facilities*

*Continue to research land expansion*

## Faculty, Staff & Board Initiatives

- Hire talented staff who are passionate about Inly education and love of learning.
- Build faculty recruitment programs (i.e. Montessori internships) to expand pool of qualified applicants for teaching positions.
- Create an innovative, ongoing professional development plan for faculty and staff.

# Inly School Strategic Directions 2008–2013

- Evaluate faculty and staff performance assessment and compensation program, incorporating best practices in education, Inly core values, defined performance goals, and avid pursuit of professional growth.
- Review job descriptions and division of responsibilities in school administration to ensure thorough coverage of needs and appropriate compensation.
- Review benefits plan and benchmark against AISNE/NAIS schools.

## *Enhance the effectiveness of the Board of Trustees*

- Undertake an ongoing program of board education and development.
- Recruit board members with critical skills needed for the future.
- Increase communication between board and parent community.
- Demonstrate leadership as ambassadors, donors and champions of Inly School.
- Review and update these strategic initiatives annually and communicate progress to community.



## **FACULTY, STAFF & BOARD GOAL**

Attract, retain,  
and develop  
a talented,  
experienced  
faculty and staff.



AN INNOVATIVE MONTESSORI COMMUNITY

**INLY**  
SCHOOL

46 Watch Hill Drive,  
Scituate, MA 02066  
781-545-5544  
[www.inlyschool.org](http://www.inlyschool.org)