

# The Bright School Strategic Plan Update

October 2018

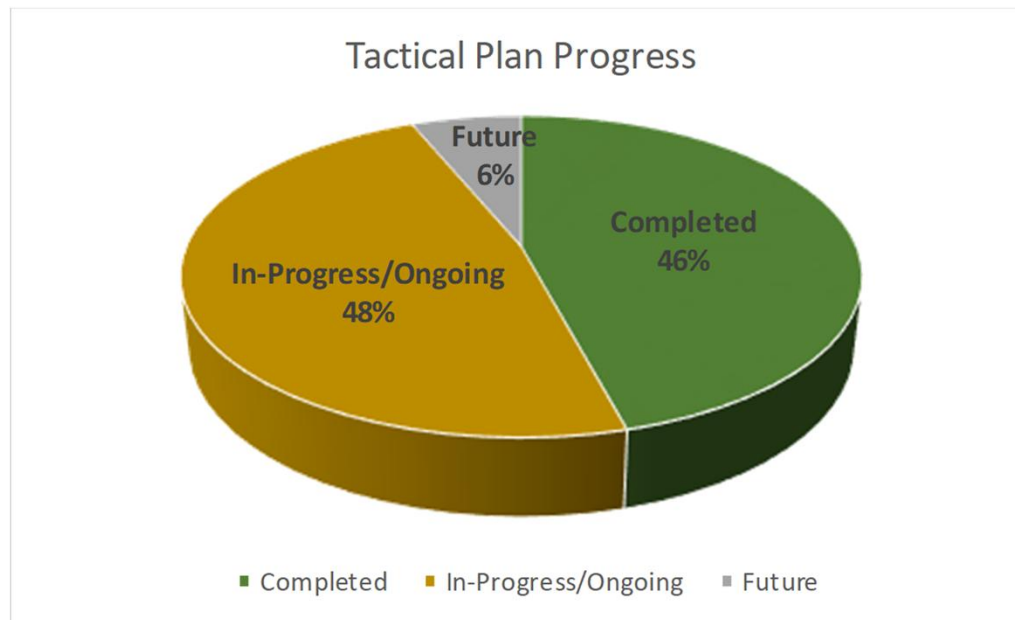
# Overview

- Development and implementation of a robust Strategic Plan is a key responsibility for the Board of Trustees and establishes the workplan for the board and its committees.
- In 2015, Bright School's leadership and board approved a Strategic Plan to guide the school's next 3-5 years.
- The plan focused on new opportunities for creating exciting learning environments, consideration of the impact and opportunities of new technology, and the changes necessary to facilities and infrastructure.
- The Bright School board and leadership team have been focused on implementation of the elements outlined in the strategic plan.
- Planning has begun for a major update of this strategic plan to be completed in 2019 to coincide and inform the school's SAIS accreditation in 2020.



# Focus and Implementation

- The Bright School leadership team identified a tactical plan to achieve the strategic objectives which consisted of 48 tactics across its four core strategies.
- With the engagement and support of the Board of Trustees, leadership and staff have focused on implementation of this tactical plan since it was approved..
- While many of these tactics consist of ongoing work, 94% of the tactical plan has been completed or has been addressed and is in progress. See the appendix for the status of all tactics.



# Bright School's Core Strategies

- **People Strategy:** Bright School will cultivate and advance a culture that supports and develops students and faculty in accordance with its mission.
- **Programs Strategy:** Programs are the heart of Bright School, designed to meet the needs of our students and develop “the whole child”. A rigorous, foundational curriculum, strong learning communities in each classroom, instructional support and enrichment, and special area offerings are cornerstones of Bright School Programs, allowing us to be responsive to our external environment and create developmental opportunities for Bright students.
- **Plant Strategy:** Invest in the buildings and campus with a focus on providing value to the curriculum and attracting the best students and faculty. Enhance and maintain appearance, functionality, sustainability and efficiency of Bright School's plant assets.
- **Pecuniary Strategy:** Develop funding priorities to provide Bright School with secure and sustainable financial resources with which to support implementation of its strategic imperatives.



### PEOPLE UPDATE











Fac 1	Ensure faculty compensation package remains competitive with local and SAIS schools	✓	Bright has invested in faculty to obtain pay scale equity with Hamilton and Catoosa County schools. This tactic requires ongoing review and adjustment based upon market dynamics.
Fac 1	Develop initiatives to increase faculty diversity.	⌚	Focus in this area continues with intentional recruitment and interviewing to increase faculty diversity in the areas of gender, race and ethnicity. Progress has been made and is expected to continue.
Fac 2	Revise faculty evaluation program	✓	Bright leadership provides faculty with performance feedback throughout the year through regular "mini observations." This provides a personalized approach and observation in multiple situations and has improved teacher satisfaction. Faculty are engaged in program strategies and curriculum planning.
Fac 3	Establish Innovation Grant Fund to support classroom innovation	⌚	Leadership and faculty are focused on obtaining grants to provide funding for grade-level team resources to explore and implement classroom innovations in areas such as culture, programs, and technology. This ongoing work is important for the process of innovation to achievement of something powerful in the classroom and is important to the professional development of teachers.
Stu 1	Define / implement optimal student body size	✓	Enrollment of 350 students was set as the optimal size.
Stu 1	Improve identification and communication with potential Bright School families through coordinated approach between marketing and admissions, optimizing the use of technology.	✓	Bright has focused on significantly increasing its digital marketing and demographic capabilities, significantly increasing its outreach to families. The school's website has been redesigned, and prospective families are able to utilize online tools to gather information and inquire at their convenience. Marketing and admissions are strongly coordinated to ensure timely follow-up centered around the needs of the prospective family.
Stu 2	Create admissions committee	✓	Committees for grades 1-5 and early childhood include the director of admissions, the assistant head for curriculum and teachers.
Stu 2	Expand financial aid	⌚	Renamed tuition grants, a special program was created in 2017 to offer assistance to families of employees at Baylor, GPS and McCallie.
Stu 2	Provide professional development funds for admissions / marketing	✓	Funds included in ongoing operating budget.
Gov 1	Review committee structure to align with strategic plan	✓	
Gov 1	Create board development committee	✓	

## PROGRAMS UPDATE

Kec 1	Increase and strengthen classroom instructional support	✓	
Kec 1	Explore new enrichment opportunities- before/after school and summer program	⊙	Bright has redefined its after school and summer programs, focusing on providing a year-round experience for our younger children. <i>Bright Afternoons</i> provides a wide variety of opportunities for children through enrichment programs, athletics, and various areas of interest. GPS' Cadek Conservatory of Music provides a variety of music lessons on campus. The summer program, Bright Days, provides enrichment experiences and fun activities for children ages 3-8. This provides additional opportunities for families to build relationships with Bright.
Kec 2	Increase counseling/behavioral resources to support teachers/students.	✓	The role of counselor has been restructured with the sole focus on students, providing proactive approaches such as teambuilding with older grades, and social development. The counselor is now dedicated full-time to these programs, resulting in increased accessibility to students and teachers.
Kec 3	Create outreach program for parents offering resources such as guest speakers, book clubs, etc).	⊙	More discussion is needed to see this goal fulfilled, however, teachers have offered various workshops for parents to learn more about curriculum.
Lan 1	Increase time and intensity of foreign language education for early grades through addition of FT language instructor.	✓	JPK and PK now spend 20 minutes a day learning Spanish, and kindergarten spends 30 minutes a day.
Lan 2	Implement tablets	✓	
Lan 3	Implement strategies throughout the curriculum to put language learning in meaningful context.	⊙	Language instructors are incorporating the language acquisition strategy of TPRS (Teaching Proficiency through Reading and Storytelling) to help students become proficient in understanding, reading, writing, and speaking the target language. Bright continues to believe that language programs support development of global learners and is developing expanded programming through partnership with the Chattanooga School of Language to offer after school programs such as Mandarin, which began in fall 2018.
Tec 1	Implement classroom mobile tablets in grades K-3	✓	
Tec 1	Implement one-to-one mobile program for grades 4-5	Future	Bright School leadership is researching the best approach for these children to have individual tablets which could be utilized in both the classroom and home environments. The cost of this program will be added to the classroom upgrade.
Tec 2	Provide access to high quality online subscriptions for students/faculty and appropriate instructional media both inside and outside school.	⊙	





Tec 3	Hire FT Media Specialist to integrate technology into the classrooms working directly with faculty as well as coordinate library programming.	✓	Accomplished through realignment of existing faculty position.
Tec 4	Expand support infrastructure with controlled access of tablets and acquisition of Filewave Solutions	✓	
Tec 5	Update current PC options / operating systems	✓	All systems are now up-to-date and current. This is an ongoing process.
Tec 6	PCR online enrollment module for ECP/Summer Camp	✓	A new online enrollment and billing system for Bright Days (summer program) was implemented in summer 2018.
Chi 1	Update and Improve admission assessments	✓	
Chi 1	Evaluate and revise Early Childhood curriculum	⌚	Language arts and math curriculum have been revised and updated in grades K-2. JPK and PK will be updated next.
Chi 2	Complete vertical alignment of curriculum including implementation of appropriate supporting software	✓	As Bright leadership and faculty have implemented new curriculum, a determination was made that with the updated curriculum and tech savvy teaching staff this software is not needed.
Chi 3	Integrate final phase of Enchanted Forest outdoor area into curriculum.	✓	
Chi 4	Develop school-wide initiatives and continued faculty responsive classroom training	✓	Faculty currently 95% trained. This training will be ongoing as new teachers are onboarded and as other training needs are identified.
Chi 5	Explore integration of additional performing arts instructor for students.	Future	Both of these tactics have been reviewed and determined not to be a current priority as these activities have been well incorporated into the classroom level. Both tactics will be reevaluated in the future as needed.
Chi 6	Add FT outdoor specialist to support teachers, work with gardens, etc.	Future	

## PLANT UPDATE

Aes 1	Develop model classroom based on strategic objectives to be implemented in grades 1-5.		The fifth grade math classroom was renovated in summer 2017 and serves as a model classroom. New and more flexible furniture options for first grade are the next projects to overhaul the look and feel of learning environments.
Aes 2	Work with architect to plan interior aesthetic design.		Renderings of classroom options have been completed.
Aes 2	Begin work with Building and Grounds Committee to develop plans for exterior aesthetic Improvements using Master Plan.		
Tra 1	Complete the Gus McCravey Athletic Complex		The GMAC was completed in 2015.
Ecc 1	Complete the final phase of the Enchanted Forest Early Childhood Playground.		The playground was completed in 2015, and improvements continue to be made as needed.
EE 1	Develop renewable energy and efficiency program.		Solar panels were installed in spring 2016, and an engineering study was conducted of the school's energy infrastructure.
Mnt 1	Prioritize specific areas of infrastructure needing attention (Master Plan)		An engineering study was completed in 2017, and improvements await capital funding.
Mnt 1	Refine maintenance concept to distinguish between investment and capital expenditures		
Mnt 1	Prepare financial models to support infrastructure needs for the next 5 years.		
Mnt 1	Board will continue to reivew adequacy of planned maintenance reserve to align with major maintenance projects		
Mnt 2	Update long term maintenance plan to include new energy systems		



## PECUNIARY UPDATE

Fp 1	Develop financial plan for addressing annual tuition increases		Through Bright leadership and the finance committee, proposed tuition increases are evaluated on an annual basis based upon the economic environment, market position and the school's financial requirements.
Fa 2	Review current financial aid policies to ensure alignment with strategic recruitment objectives		Financial aid, now called tuition grants, is reviewed each year by the board through its finance committee. These grants are budgeted to increase with enrollment to support the needs of Bright families. Tuition grants have been expanded to include offerings to teachers at Bright as well GPS, McCallie and Baylor to increase access for these educational partners.
End 1	Determine specific endowment growth goals to support strategic plan objectives		The role of counselor has been restructured with the sole focus on students, providing proactive approaches such as teambuilding with older grades, and social development. The counselor is now dedicated full-time to these programs resulting in increased accessibility to students and teachers.
Adv 1	Review and research practices for independent school fundraising to establish a comprehensive development plan.		
Adv 1	Provide professional development funds for development staff.	