



Strategic Plan 2021: Prepared for the Future




Dear Seneca Academy Village,

We are excited to share with you a roadmap for the next five or six years that keeps Seneca Academy focused on **preparing our children to thrive and lead while preserving the wonder of childhood**. Achieving this vision will require an intricate, multifaceted plan that considers what it truly takes to do our absolute best for our children. We are thrilled that this plan focuses on the essence of what makes our program so magical: our exceptional teachers and staff! Historically, as a school that has relied almost exclusively on tuition revenue and that has experienced enrollment fluctuations, our success has often occurred at their expense. Our faculty and staff tirelessly and passionately work to deliver an extraordinary education to the children we all love. Yet, in order to make our current business model work, they make significantly less than they would at other schools. A big part of our work in developing this strategic plan has focused on providing **an exceptional and accessible program while adequately compensating our beloved teachers**.

At our core, we also believe that “it takes a village” to not just raise a child, but also to succeed as a school. That was most apparent in the heroic efforts of the Save Seneca movement! Our plan, therefore, also commits us to “foster a diverse, engaged, inclusive, and compassionate community.” The intentional building of this village will be our North Star as we begin the journey of implementing our ambitious plan to continue delivering an innovative, child-centered, and inspiring program, as well as developing a sustainable business model that reflects our values.

Please accept our most sincere gratitude for your part in what Seneca Academy has done so far, and for how you will help us be prepared for the future!


Michelle Parker, Ph.D.
Head of School


Jennifer Serenyi
Chair, Board of Trustees






MISSION

Seneca Academy fosters children's natural curiosity and ignites a love of learning through a collaborative, inquiry-based program in a dynamic and welcoming community.



VISION

Through the International Baccalaureate Primary Years Program (IB PYP), students develop into globally-aware citizens who are compassionate and confident problem-solvers. The academic and social-emotional skills they gain at Seneca Academy prepare them to excel in a rapidly changing world.



Time spent outdoors, both structured and unstructured, is fundamental to children's well-being and academic engagement.

To thrive in the twenty-first century, children will need to be resilient individuals who can creatively address problems and see setbacks as opportunities for growth.

When diversity is valued, ideas can be debated respectfully and conflicts can be resolved effectively.

Small classes led by dynamic teachers provide opportunities for students to develop self-confidence and find their voices.

Children learn best when given the gift of time to wonder, to explore, and to reflect.

Partnership between school and home is essential for children's healthy academic, social, and emotional development.

The foundation of academic excellence begins with learning how to ask questions and seek answers with passion and purpose.

WE BELIEVE...

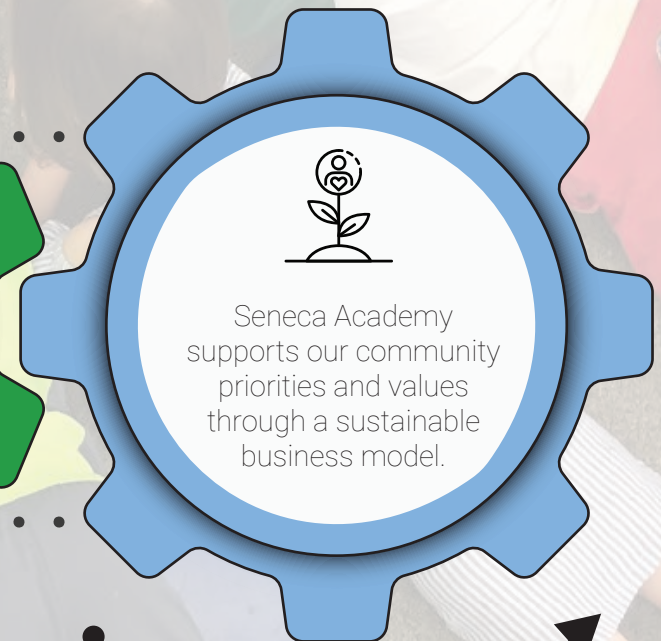
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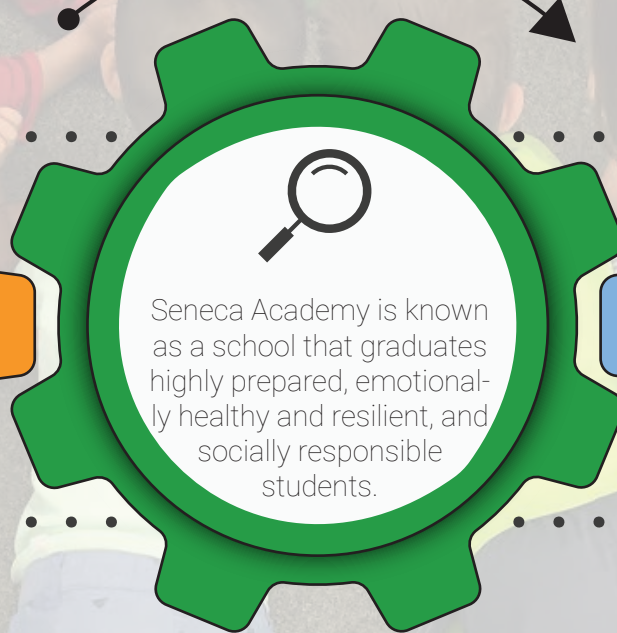
COMMUNITY



SUSTAINABILITY



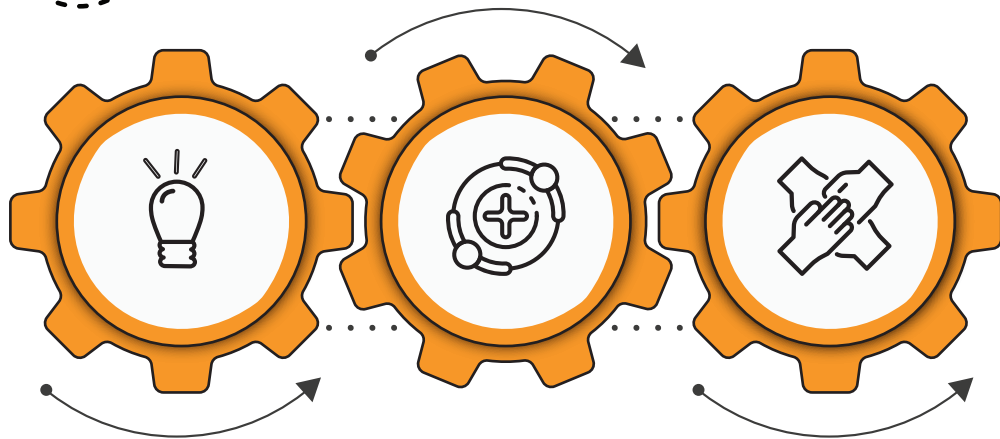
PROGRAM





COMMUNITY

Seneca Academy fosters a diverse, engaged, inclusive, and compassionate community.



Effectively communicate the philosophy, educational practices, and value of the school.



Articulate and enhance our systems for celebrating, appreciating, and supporting individuals within our connected community.



Ensure that Seneca Academy alumni and alumni families remain connected with the school.

Strategy 1

Evaluate and enhance communication practices to ensure community members feel fully connected and informed.

Strategy 2

Provide opportunities for community members to engage with and experience the program.

Strategy 1

Develop and articulate programming for students, faculty and staff, parents, and board members to deepen a shared understanding of bias, equity, inclusion, and justice.

Strategy 2

Review and enhance the school's collection of resources to ensure they support our programs and reflect our community and the world.

Strategy 3

Review and enhance our systems for celebrating and appreciating the diversity in our community and in the world.

Strategy 1

Develop a database of alumni and alumni family contact information.

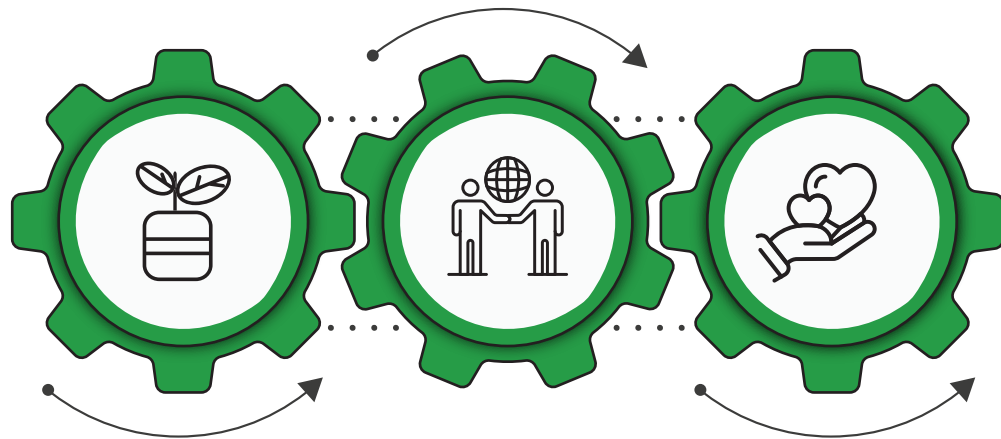
Strategy 2

Develop an annually administered survey to gather alumni and alumni family feedback.

Strategy 3

Establish a schedule of opportunities to regularly connect with alumni and alumni families.

PROGRAM



Enhance and articulate a clear and aligned program of inquiry from preschool through graduation.



Hire and retain a faculty and staff that are able to implement the program and inspire students.



Enhance and articulate a program that supports student identity development, builds social-emotional skills, and inspires and prepares students to be engaged members of their communities and the world.

Seneca Academy is known as a school that graduates highly prepared, emotionally healthy and resilient, and socially responsible students.



Strategy 1

Evaluate and revise the existing scope and skills goals.

Strategy 2

Enhance the process to consistently and regularly assess the achievement of skills and abilities at each grade level throughout the year.

Strategy 3

Enhance the process to consistently and regularly communicate regarding a student's achievement of skills and abilities at each grade level throughout the year.

Strategy 1

Develop a professional growth plan for faculty and staff.

Strategy 2

Enhance and articulate the professional development plan for faculty and staff.

Strategy 3

Enhance and revise a system of evaluation of and mentoring for teachers.

Strategy 1

Develop a coherent implementation plan for the *Building Villages Together* program, which integrates social-emotional learning and Equity, Justice, and Community (EJC) objectives..

Strategy 2

Explore the possibility of investing in curricular materials and training, such as the Yale University RULER program, to enhance our *Building Villages Together* work.

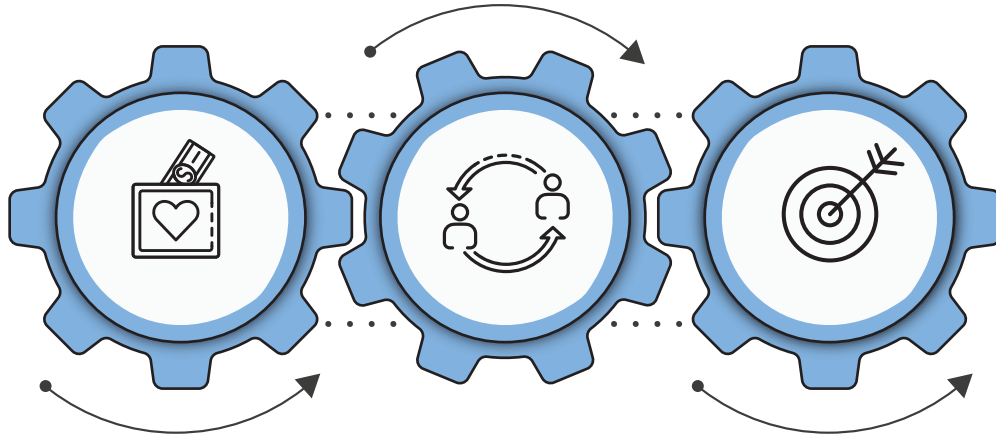
Strategy 3

Provide the professional development needed to implement the *Building Villages Together* program.



SUSTAINABILITY

Seneca Academy supports our community priorities and values through a sustainable business model.



Establish a process to regularly review and align tuition, staff compensation, and financial aid in order to maintain a financial model that reflects our commitment to excellence, equity, and access.

Strategy 1

Establish benchmarks based on tuitions, salaries and benefits, and financial aid in similarly-sized schools.

Strategy 2

Establish a faculty and staff compensation model that will support the hiring and retention of a highly qualified and inspiring team.

Strategy 3

Develop financial aid policies and practices that reflect our values and increase access to our programs.



Cultivate cultures of philanthropy and development that support our strategic goals.

Strategy 1

Develop and implement a strategic and comprehensive development plan.

Strategy 2

Strengthen business partnerships and community connections.

Strategy 3

Strengthen and inspire a culture of philanthropy.



Ensure that our year-round, weekly, and daily program offerings meet the needs of current and prospective families.

Strategy 1

Optimize club, after care, and summer offerings.

Strategy 2

Establish a process to regularly gather information from current and prospective families to evaluate whether programs meet their needs and to ensure we are responsive.

Strategy 3

Evaluate cost and benefits of adding transportation services.



SENECA ACADEMY
Preserving the Wonder of Childhood



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This strategic plan was developed in consultation with Dr. Brooke Carroll of Acies Strategies.