

Garden School Strategic Plan
FOR THE PERIOD JULY 1, 2013 – JUNE 30, 2016
REPORT ON IMPLEMENTATION
JANUARY 2016

Respectfully Submitted

By the

Strategic Planning Committee of the Garden School Board of Trustees

Members:

Jonathan Kline, Chair, Trustee, Parent

Richard Marotta, Headmaster, Trustee

Lisa Sohmer, Administration

Stella Stenos, Faculty, Parent

Patricia Saxby, Trustee, Parent

Garden School Strategic Plan
FOR THE PERIOD JULY 1, 2013 – JUNE 30, 2016
REPORT ON IMPLEMENTATION
JANUARY 2016

The Board's first responsibility is to ensure Garden School's fiscal soundness and sustainability, and its second is to hire and support the Headmaster in ensuring that the school maintains its standards of educational excellence as evidenced by its accreditations.

The Board continues to take the necessary steps for the continued success of Garden School, including managing the finances, enhancing the plant, and contracting the Headmaster for an additional five-year term.

This Report on Implementation is provided by the Board of Trustees to the Garden School community to provide information. While some of the accomplishments listed in this Report are not readily observable, they are integral for the effective operation of Garden School and its continued success.

I. GOVERNANCE AND BOARD DEVELOPMENT

- The Board added three Trustees since July 2013: Pat Saxby, Andrea Tricarico, and Barbara Caraballo.
- The Board also had two trustees, Mitch Slater and Ellen Baumann, move to emeritus status.
- The Board is actively discussing Board membership with various individuals.
- Barbara Caraballo and Pat Saxby were invited to join the Board of Trustees after serving on Board committees.
- The Board of Trustees added a permanent Marketing Committee, chaired by Pat Saxby, in 2014.
- Barbara Caraballo replaced Mr. Dunne as head of the Technology Committee in 2015.
- In 2014, Garden School hired Jim Gaines, Director of Outreach, as a result of the search for a marketing director as recommended by the Financial Advisory Committee in 2013.
- The Annual Fund is overseen by the Board through the Fundraising Committee, and has operated successfully since its institution in 2013.
- All trustees received copies of the By Laws, and discuss amendments to the By-Laws.
- Trustees also have also reviewed the NAIS Trustees Handbook, attended NYSAIS workshops, and prepared self-evaluations in 2014.
- The Trustees and Administration are required to complete Conflict of Interest Disclosures annually.
- The Board intends to form a Headmaster Search Committee approximately two years before the end of the Headmaster's current contract.

II. FINANCE

- Jim Gaines was hired as Director of Outreach in 2014.

Garden School Strategic Plan
FOR THE PERIOD JULY 1, 2013 – JUNE 30, 2016
REPORT ON IMPLEMENTATION
JANUARY 2016

- The Director of Outreach, working with the Marketing Committee, has developed and implemented a comprehensive marketing plan to increase enrollment, reduce attrition, and improve Garden School visibility.
- Attrition has been reduced by 25% in the first year of implementation of the marketing plan.
- The school is currently operating at 301 students in the traditional school, with an additional 210 UPK students.
- The Director of Outreach is in charge of social media, which has eliminated the need to hire a consultant. The web site is undergoing a re-design.
- Relationships with feeder schools are being maintained as a source of enrollment.
- Alumni Career Day is an annual event at Garden.
- As a percentage of expense, Financial Aid is approximately 19.5% in the 2015-16 academic year.
- Currently, the Board has determined that the current reserves should be held in cash.
- Garden has programs for Summer Camp, rentals, and UPK, which generate non-traditional revenue.

III. EDUCATIONAL PROGRAM

- Work continues on the project to integrate the Garden School curriculum throughout the school.
- Integration of technology into the classroom will be addressed in the ongoing work of the Technology Committee.
- Use of digital report cards throughout all grades is under consideration.
- Garden has a literary publication, the *Phoenix*, published in the spring.
- The lower division book resource has been organized.
- An additional faculty member was added for 2015-16 for library maintenance and as an assistant teacher in Fourth/Fifth Grade.
- Public speaking is part of the educational program.
- The World language program includes field trips and other enrichment activities.
- Teachers access information for incoming students with known Individualized Education Plans (IEPs).
- Behavioral and academic expectations are explained at Orientation and at Curriculum Night.

IV. FACULTY

- Garden participates in a network that facilitates faculty visits to other independent schools.
- Faculty are encouraged to participate in professional organizations and dues are paid for them.

Garden School Strategic Plan
FOR THE PERIOD JULY 1, 2013 – JUNE 30, 2016
REPORT ON IMPLEMENTATION
JANUARY 2016

- A Faculty Evaluation Program has been introduced..
- Salary increases for faculty have been included in budgets for all years covered by this Plan.

V. FACILITIES

- Funds have been spent as indicated by the FAC and at the direction of the Board of Trustees with the recommendations of the Administration.
- Facilities improvements include:
 - locking decorative gate on the 79th Street side;
 - replacement in kind of the main hall restrooms;
 - new windows in all North Hall classrooms;
 - new carpet in the main office;
 - a new stove in the kitchen;
 - fingerprint system for staff attendance;
 - several new exterior doors.
- The Facilities Committee has identified certain capital projects that should be undertaken. An upgrade for the library is also planned.