

The West Hill School Strategic Plan

2023 – 2028

Promote strong governance and leadership.

Goal 1: Develop a timeline to review and maintain policies and procedures to ensure transparency, accountability, and ethical behavior.

<i>Action 1</i>	Develop a timeline for the regular review and maintenance of all policies and procedures, which should include specific dates for review and a plan for implementation of any updates or revisions.
<i>Action 2</i>	Assign responsibility for policy and procedure review and maintenance to appropriate board committee leaders.

Goal 2: Foster the growth and development of the Board of Trustees

<i>Action 1</i>	Review the school's by-laws and determine if there is a need to change the structure, composition, and number of committees to ensure that the board resources are utilized efficiently and effectively.
<i>Action 2</i>	Review the school's by-laws and determine if there is a need to change the terms of board members and officers.
<i>Action 3</i>	Provide the opportunity for committee chairs to give periodic reviews of their committee's responsibilities and accomplishments to the full board prior to the beginning of the school year and at each board meeting.
<i>Action 4</i>	Create and maintain a board portal and dashboard for the board's access to timely school information including input from committee chairs.

Ensure financial sustainability and implement strategic funding decisions.

Goal 1: Determine funding priorities consistent with the mission, strategic goals, and financial plans.

<i>Action 1</i>	Develop a budget that reflects the identified funding priorities and aligns with the preschool's financial plans.
<i>Action 2</i>	Initiate a contract with new investment consultant to ensure strategic growth of the school's financial investments.

Goal 2: Develop financial plans to ensure and maintain long-term financial sustainability and a commitment to fiscal responsibility.

<i>Action 1</i>	Review and revise the Financial Policy to ensure that financial decisions are aligned with the school's mission and strategic goals.
<i>Action 2</i>	Review and revise the existing 5-year Financial Plan to include short and long-term financial goals, revenue sources, contingencies.

Goal 3: Protect and grow the West Hill School's endowment and operating reserves to ensure against potential economic volatility and provide for future capital projects.

<i>Action 1</i>	Review and revise the existing Financial Plan to ensure that it includes strategies for growing the endowment and operating reserves, such as annual contributions, planned giving programs, and investment strategies.
<i>Action 2</i>	Conduct regular reviews of the investment portfolio and its management to ensure that it is aligned with the school's goals and objectives and adjust as needed.

Goal 4: Conduct an analysis of salaries and benefits offered by similar schools and organizations to ensure that the West Hill School remains competitive in the market.

<i>Action 1</i>	Identify a consulting firm to collect data on salaries, benefits, and other compensation-related factors to use in benchmarking analysis.
<i>Action 2</i>	Based on the recommendations from the salary consultant, consider a plan to address any gaps in compensation and benefits offered by the West Hill School, which may include adjustments to salary scales, benefits packages, or other forms of compensation.

Goal 5: Develop a major gifts strategy to cultivate significant financial donations to the school, generally and for specific projects.

<i>Action 1</i>	Identify potential major gift prospects within the existing donor pool through a comprehensive analysis of the West Hill School’s current donor database.
<i>Action 2</i>	Identify potential major gift prospects and personas outside the existing donor pool.
<i>Action 3</i>	Determine specific projects or programs that require major gift support.
<i>Action 4</i>	Develop a cultivation plan for potential donors, including engagement strategies, communication schedules, and recognition opportunities.
<i>Action 5</i>	Establish metrics to measure the success of the major gifts strategy.

Continue to enhance the resources available and excellence in instruction, learning, and assessment

Goal 1: Partner with families in their understanding of the impact of developmental milestones, school readiness, and parenting strategies in fostering and supporting the growth and development of their children.

<i>Action 1</i>	Distribute the PA Early Childhood Standards and Developmental Milestones to all families at Back to School Night.
<i>Action 2</i>	Create a consistent script for Back to School Night that includes the school's philosophy of education, what is meant by school readiness, and the consideration of developmental milestones in working with children.
<i>Action 3</i>	Offer parenting workshops to the parents in the Red/Green Group and expand to other groups as needed.
<i>Action 4</i>	Employ a speaker on school readiness and appropriate preschool developmental milestones and practices.
<i>Action 5</i>	Update the resources available to parents in the library – (new Parenting shelf).

Goal 2: Review, evaluate, and revise current curricular, instructional, and assessment practices.

<i>Action 1</i>	Review the curriculum framework considering the developmental milestones and PA Early Learning Standards and adjust accordingly.
<i>Action 2</i>	Review instructional practices to ensure that they are developmentally appropriate and geared to the needs of the whole child.
<i>Action 3</i>	Review all program enhancements with their possible extension into other areas.

Goal 3: Reevaluate the utilization of the building space and underdeveloped areas on the Playscape.

<i>Action 1</i>	Consider the extension of the Playscape to include areas such as an outdoor classroom, a tree house, and a reading nook area.
<i>Action 2</i>	Evaluate the safety and age appropriateness of the hard Playscape equipment to determine if changes are needed.
<i>Action 3</i>	Investigate the possibility of modifying the building to acquire more natural light for the classrooms.
<i>Action 4</i>	Consider expanding Playscape entry points to make them easily accessible for everyone.

Foster an environment of Diversity, Equity, Inclusion, and Belonging

Goal 1: Maintain a welcoming and inclusive environment that fosters a sense of community and promotes diversity at all levels of the school.

<i>Action 1</i>	Create opportunities for all families and students to participate in and contribute to school events and activities, such as cultural celebrations and parent education programs.
<i>Action 2</i>	Review the existing Diversity Statement that outlines West Hill School’s commitment to promoting diversity, equity, and inclusion at all levels of the school.

Goal 2: Review existing policies and procedures to ensure that they acknowledge diversity, equity, inclusion, and belonging.

<i>Action 1</i>	Work with staff to align on the school’s commitment to sustaining a diverse, equitable, and inclusive culture in hiring, employment, admissions programs, and everyday practices.
<i>Action 2</i>	Collaborate with the Governance Committee to develop a diverse trustee pipeline with respect to identities, life experiences, socioeconomic backgrounds, geographical areas, and areas of expertise.