

extraordinary environment for learning

# Barrie

## Strategic Framework

2015

### Vision 2020

The Barrie of 2020 will have a regional reputation for:

- Being an extraordinary environment for learning for all our students, faculty and campers
- Academic excellence and the love of learning among its students
- Progressive academic programs anchored around the Montessori offerings in Barrie Montessori and a rigorous and engaging college preparatory program in Barrie Prep
- Competitive academic and extra-curricular offerings, including science, visual and performing arts, environmental offerings, independent study and internship opportunities
- Robust enrollment growth of 5-10% per year, supported by viable transportation options to access a broader market
- A strong tradition of diversity amongst students and families and increased diversity among its teaching and administration staff
- Promoting awareness of global issues by leveraging its diverse community and location
- Facilities that support robust academic, camp, athletic and artistic offerings
- Being a gathering place and convener for educational and community events





## Strategic Initiatives

We will leverage our location, campus and facilities to ensure Barrie is known as “an extraordinary environment for learning.”

We will continue to enrich the academic program with an integrated curriculum across all divisions with challenging offerings in science, mathematics, humanities, arts and culture, languages, and global affairs.

Students will excel in writing, analytical problem-solving, communication, decision making and leadership skills.

Our success depends on how the strategic framework, outlined below in four key initiatives, captures our vision and values and enables translation into a series of actionable steps through specific, measurable, attainable, relevant and time-bound (SMART) implementation plans and activities.

### 1. Excellence In Teaching & Learning

[Advance Barrie’s academic programs, offerings, curriculum and the quality of teaching to enable our students to acquire the skills, competencies and intellectual growth needed to succeed in higher education and a global workforce].

#### a. Quality of Curriculum and Programs

##### a.i. Across Barrie

- a.i.1. Attract and retain a diverse, high performing and well-rounded student body, thereby increasing Barrie’s overall academic profile.
- a.i.2. Foster school pride and a single school identity by promoting a clear and unified educational philosophy, including making connections between sound educational principles in Barrie Montessori and Barrie Prep.
- a.i.3. Build skills and competencies for inquisitive, confident, independent, self-motivated, resilient, passionate and engaged lifelong learners.
- a.i.4. Ensure that Barrie students will have reading, writing, critical thinking and effective communication skills across all disciplines at or above grade level.
- a.i.5. Ensure that Barrie students will graduate with proficiency in at least one additional language beyond their first language.
- a.i.6. Provide opportunities for competitive athletics that foster sportsmanship and teamwork.



- a.i.7. Provide a program of health, physical, and mindfulness education that promotes wellness by teaching and modeling an active and healthy lifestyle.
- a.i.8. Ensure that outdoor learning opportunities are incorporated into the Barrie curriculum to effectively leverage the Barrie campus and Barrie Camp's offerings as part of our extraordinary environment for learning.

#### a.ii. Barrie Montessori

- a.ii.1. In the service of its toddler to upper elementary students, Barrie Montessori will be the premier leader in Montessori education in our region and nationally by embracing new thinking in best Montessori classroom practices, including research-supported teaching, peer coaching, use of technology and continuous improvement.
- a.ii.2. Barrie Montessori shall leverage Barrie's lower school and the Institute for Advanced Montessori Studies to be a center of excellence for Montessori education and internship programs.
- a.ii.3. Barrie Montessori will be nationally known for its practice, research, and sharing of knowledge on childhood education and nature.

#### a.iii. Barrie Prep

- a.iii.1. Maintain Barrie's status as a leader in project-based learning (PBL) while continuing to adopt emerging and innovative curricula, programs, and methods of teaching and learning.
- a.iii.2. Equip and support all Barrie Prep students with the option to pursue STEAM-related careers and college programs.
- a.iii.3. Achieve a goal where 100% of Barrie Prep students are accepted to college (with 50% of such graduates admitted to Top 100 Colleges) and >90% of Barrie Prep graduates successfully finish college.
- a.iii.4. Ensure that Barrie Prep's success in providing its students with a well-rounded set of academic, athletic and social experiences is effectively leveraged to increase enrollment and retention.



## b. Human Capital

- b.i. Attract, hire and retain rigorously-prepared, engaging, professionally-minded individuals who are dedicated to teaching and the success of students.
- b.ii. To stay competitive, develop and implement a long-term plan to increase median faculty salaries to above the median (50th percentile) with a goal of 75% for faculty and staff.
- b.iii. Expand professional development opportunities for faculty, including best practices for effective teaching in a diverse and multicultural educational setting.
- b.iv. Define and set expectations regarding attainment of advanced degrees by faculty and build such requirements for appropriate new and open roles.

## c. Technology and Digital Literacy

- c.i. All Barrie students will develop the appropriate digital literacy, fluency and subsequent mastery to function as fully competent digital citizens.
- c.ii. Barrie shall integrate technology comprehensively into its core curriculum, focusing on the use of multiple content delivery options and utilizing educational spaces as vital tools to enhance teaching and learning.

## 2. Financial Stability & Affordability

[To ensure that Barrie's financial base is stable, secured and well positioned to meet the long-term needs and challenges of maintaining and strengthening "an extraordinary environment for learning" while seeking to enroll a diverse student community]

### a. Retention

- a.i. Increase retention on a sustained basis to exceed regional and national averages, improving satisfaction for current families and students by focusing on desirable student outcomes and customer expectations.
- a.ii. Adopt a "whole Barrie" strategy that connects Barrie Montessori with Barrie Prep to enhance family/student appreciation for the value of a multi-year Barrie education, marked by various grade and divisional rituals.



- a.iii. Increase the “Barrie Pride” factor for current students and families.
- a.iv. Develop a stronger system of communication and sense of community between new families and other community members.

## b. Enrollment

- b.i. Increase enrollment (and correspondingly, average net revenue from tuition) from approximately 330 (in 2015) by 5-10% per year through growth in enrollment and retention across all divisions through coordinated marketing, outreach and retention activities to reach a sustained total enrollment of 425 or more by 2020.
- b.ii. Implement an action plan to increase Barrie Camp’s enrollment and revenue.

## c. Net Tuition Revenue and Affordability

- c.i. Ensure Barrie’s average net revenue per student from full tuition paying students is balanced with its commitment to provide reasonable financial aid to deserving and qualified students.
- c.ii. Explore options for and feasibility of merit-based scholarships and tuition discounts for siblings and faculty/staff.

## d. Marketing and Outreach

- d.i. Implement new and targeted marketing strategies to reach prospective students and parents in the Washington D.C./Suburban Maryland areas using various media options to promote Barrie, its programs and the value of a Barrie education.
- d.ii. Explore additional opportunities to attract qualified international students to Barrie Prep.
- d.iii. Strongly leverage Barrie Camp as a potential recruiting and marketing avenue for Barrie School while also exploring opportunities to recruit Barrie Camp enrollees from Barrie School students, by demonstrating the collateral academic and personal growth benefits of camp.

## e. Development and Fundraising

- e.i. Conduct major gift, capital and endowment fundraising initiatives to meet the school’s capital and long term goals, including campaigns related to the proposed new upper campus building.



- e.ii. Cultivate major donors to Barrie's Annual Fund and other fundraising initiatives
- e.iii. Adopt a clear statement of expectations of current Barrie families regarding the Annual Fund, volunteerism and participation in the life of the school.
- e.iv. Increase Annual Fund participation among current families to at least 90%.
- e.v. Develop a strong system of communication and connections with alumni, parents of alumni, grandparents and other friends of the school to increase the level of philanthropic participation in all aspects.
- e.vi. Increase alumni giving by at least 5% each year.
- e.vii. Explore feasibility of seeking and securing special grants and other program-specific endowments such as sustainability and green building grants, academic endowments and grants related to the Barrie equestrian, camp and athletics programs.

## f. Enrollment

- f.i. Develop a long-range financial plan that ensures the school's fiscal health and stewardship of its resources and also addresses unanticipated contingencies and economic volatility, including re-assessing Barrie's debt borrowing capacity relative to the increased value of its assets.
- f.ii. Develop financial management plan for off-campus real estate and explore feasibility of raising other revenue from alternative activities such as space and venue rentals, off-campus satellite programs, consulting and other ancillary services.

## 3. Diversity & Globalization

[To ensure that Barrie continues to be a welcoming place for a diverse set of students and families and allow students, faculty, administrators and other community members to learn and grow as culturally aware global citizens in an interdependent and multicultural world]

- a. Hire and retain a diverse faculty and administration team at Barrie that is reflective of the diversity among Barrie's students and families.
- b. Implement programs to increase enrollment of a diverse national and international student community.

- c. Ensure robust integration programs are in place between international and domestic students and faculty.
- d. Continue our unique partnerships and outreach to our community and beyond to explore and leverage our multicultural community in order to enhance cultural competency.

#### 4. Infrastructure, Environment, Sustainability & Other institutional Resources

[To ensure that Barrie's campus, facilities and technology capability continue to make Barrie "an extraordinary environment for learning"]

##### a. Plants and Facilities

- a.i. Continue activities for campus enhancements, including, a new upper campus building, redesign of front entrance of campus for greater curb appeal and visibility.
- a.ii. Maintain openness and flexibility to considering program-based infrastructure investment opportunities for Barrie's campus, including from international sources, that are consistent with Barrie's mission and values.
- a.iii. Undertake future renovation and maintenance of academic, playground and athletic facilities with a view to encourage environmental sustainability, reduction of our carbon footprint, efficiency of use and encouraging open and collaborative spaces.

##### b. Technology Capability

- b.i. Ensure that Barrie is a leader among its peers in technology integration into the daily activities of its education programs, development, fundraising, marketing and other operations through effective technology infrastructure.

##### c. Campus Safety

- c.i. Continually refine and effectively implement a comprehensive campus and student safety plan, including preparedness for natural as well as manmade incidents.



## Implementation and Next Steps

The implementation of the comprehensive initiatives in this Strategic Framework will be the responsibility of the School's leadership - the Board of Trustees, the Head of School, as well as the administration team. A series of SMART implementation plans for these initiatives will be established by teams tasked to define deliverables, outcomes and timelines. This document will be shared with parents and other school stakeholders and placed on Barrie's website as we value our community knowing Barrie's goals and finding ways to contribute time, talents and treasure to Barrie.

The Board of Trustees will undertake periodic formal review of progress in this regard. The Board of Trustees, in addition to providing oversight responsibility, is expected to be fully committed to advise the Head of School on priorities, sequence of activities and other input as may be required from time to time.

Adopted, May 4, 2015



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# Barrie

montessori  
prep  
camp

## About Barrie

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### Our Mission

Empower individuals to expand their intellectual abilities, develop their creative talents, and discover their passions to make a positive impact in a rapidly changing world.

### Our Values

- Academic and personal excellence
- Social, emotional, and physical well-being
- Respect for self, others, and the environment
- Collaboration and teamwork
- Diversity of thought and culture
- Community outreach

### Philosophy Statement

We believe that all individuals possess an innate curiosity about the world and that the best education, balancing the theoretical and practical, transforms that curiosity into a passionate and sustained intellectual pursuit. Barrie provides a nurturing and challenging atmosphere that shapes confident, creative, independent learners who have a commitment to community and respect for themselves, others and the environment.

### Diversity Statement

Diversity is one of Barrie School's fundamental core values. We honor and celebrate the uniqueness of each individual and embrace each person's beliefs, experiences, values, and perspectives in support of our inclusive and welcoming community.

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Visit us at [www.barrie.org](http://www.barrie.org)