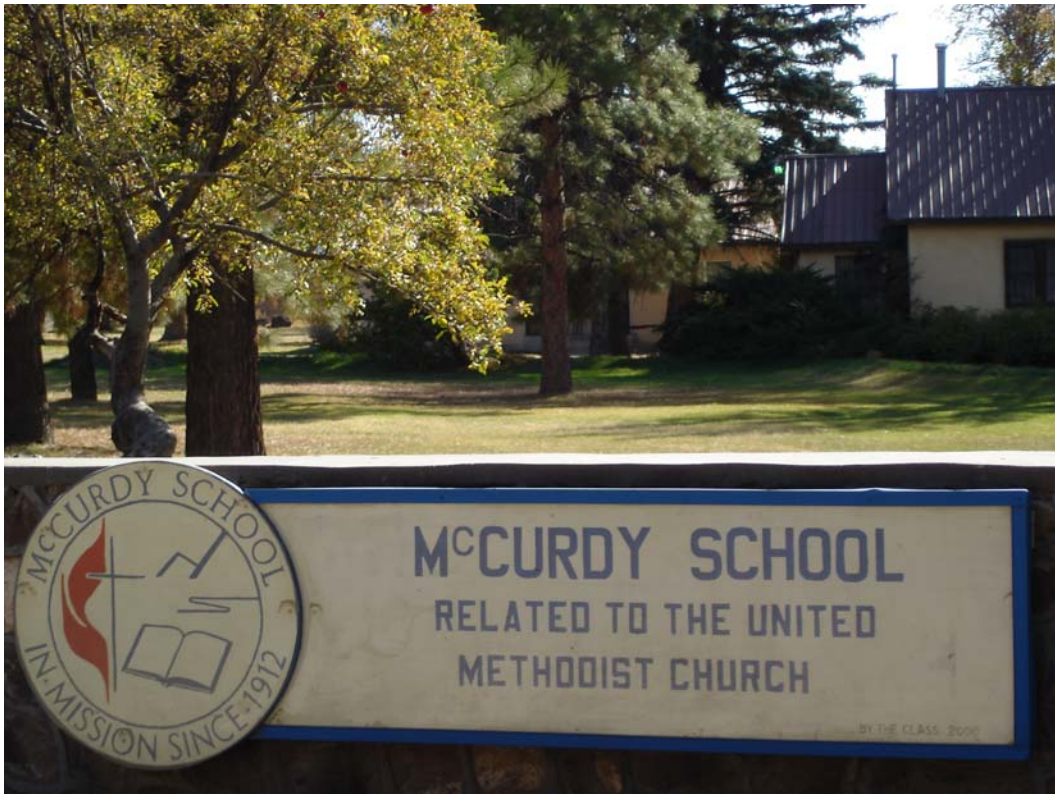


# McCurdy School Board of Trustees Strategic Plan

2007-2008 School Year



## Committee Members:

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## Executive Summary

The strategic planning process is certainly a dynamic and continuous process of assessment, goal setting and measuring improvements. The Board of Trustees engaged in a strategic planning process for McCurdy School. Our goal is to implement a strategic planning model as a management tool for strengthening and improving the school. The components of this document include: Ideology, Goals and Objectives.

The ideology section attempts to define how the school will behave as we take actions to accomplish our goals and objectives. We expect that all the members of the McCurdy community will embrace these beliefs and that they will guide our behavior.

The goals reflect long-term visions of the future and seek to draw the map of McCurdy's future. The goals are unbounded with respect to the end result. The areas of concentration for which goals have been developed are: clients, staff, internal operations, innovation and growth and financial.

The objectives are specific and measurable steps in pursuit of the respective goal. These are time bound and specify who is responsible for the completion of the objective.

Most of the identified actions involve further fact finding, evaluation, or consideration, so this process will offer extensive opportunities for future involvement by all segments of the McCurdy community.

## Mission Statement

McCurdy School, a mission project of the United Methodist Church, is committed to providing quality education in a Christ centered environment, which develops a Christian value system, respecting rich cultural diversity and empowering students to develop as whole persons to become lifelong learners, reaching their highest potential as responsible citizens in service to a changing world.

## Ideology

Formulation: The following are short statements that define the School's attitude toward each of the following areas:

- risk
- self-image
- clients
- employees (staff)
- alternative service providers
- Board (e.g., the partnership)
- ethics
- management style
- functional emphasis (e.g., the delivery of the service)

-education

#### Risk

“We believe in faithful risk-taking as a necessity to bring about positive change.”

#### Self-image

“We believe in McCurdy as a community in which all persons are valued.”

#### Clients

“Our clients are why McCurdy exists.”

#### Employees (staff)

“Our employees and volunteers are our most valued resources in fulfilling our mission.”

#### Alternative Service Providers

“McCurdy values Alternative Service Providers as potential partners to extend our current programs and as a source of motivation to improve our programs.”

#### Board (e.g., the partnership)

“The Board of Trustees will be responsible and accountable for providing clarity, direction, and financial viability for the school based on a firm belief in its mission.”

#### Ethics

“As we strive to have Christ as our center, all members of the McCurdy Community will be expected to develop and model compassion, respect, integrity, honesty, dignity, responsibility, and foster individuals’ worth.”

#### Management Style

“Because McCurdy School values everyone’s input and different perspectives and because we believe that having a vested interest creates community and fosters cooperation, we will utilize a collaborative decision making model.

#### Functional Emphasis (e.g., the delivery of the service)

“McCurdy School provides opportunities for living in community with each other which foster our Christian values of ministering to the whole person by promoting discipline, cooperation, contribution by individuals in order to allow them a sense of belonging and further connection to the school.”

## Education

“We provide an academic foundation that prepares students to pursue the next phases in their lives.” The “academic foundation” will support: enrollment in college, other forms of post-secondary education or entry into the labor force.

### GOAL I. ENHANCE THE RELATIONSHIP WITH THE COMMUNITY WE SERVE.

Purpose of this goal: To communicate effectively with our community as defined below to fulfill our mission statement.

Definition of “community”. McCurdy School’s community is as follows:

- a. McCurdy staff
- b. Parents and students of the Espanola area
- c. Alumni
- d. United Methodist Churches
- e. Volunteers and business partners

Objectives:

1. Communicate with the staff regarding school issues and events affecting their work. Facilitate communication within the staff.
  - a. Email will be used.
  - b. Regular staff meeting will occur
    1. Persons responsible: Supt., Principals, Board of Trustees Chair (when pertinent)
    2. Timeframe: Continuous
    3. Measurement: Staff survey at year end.
2. Communicate with parents and students regularly to maintain their commitment and connection to McCurdy School. The following methods will be utilized:
  - a. The WEB site will provide current information regarding the school.
  - b. A Teacher and Parent (TAP) organization will function at the elementary level.
  - c. A school wide Parent Advisory Committee (PAC) will meet regularly with the superintendent.
  - d. The Board of Trustees will host an annual parent meeting to exchange information.
  - e. The newsletter, “Bobcat Bonanza” will be distributed monthly to parents via email and postal service.
  - f. Publication of “The Report Card” in the local media.
  - g. Regular news releases to the local media.
  - h. Periodic appearances on the local radio station.
  - i. Communication with students will occur daily via the “Bulletin.”

1. Persons responsible: Supt., Principals, Board of Trustees Chair, Office of Church Relations
  2. Timeframe: Continuous
  3. Measurement: Parent survey during the year
3. Communicate with the alumni. The following methods will be utilized:
- a. Reorganize and maintain the McCurdy Alumni Association. Encourage involvement at Homecoming.
  - b. The newsletter, "Odyssey" will be distributed in September, December, and March.
  - c. Targeted mailings to the Alumni will occur.
  - d. Regional meetings will be held with the Alumni.
    1. Persons responsible: Supt., Office of Church Relations
    2. Timeframe: Continuous
    3. Measurement: Report at year end as to accomplishment
4. Communicate with the United Methodist Churches. The following methods will be utilized:
- a. Submit an article to "The United Methodist Reporter" in November, February, May and August.
  - b. Submit an article to "The New Mexico Conference News" every two months.
  - c. Submit an article for inclusion on the GBGM website twice a year.
  - d. Make contact with the 160 churches of the New Mexico Conference, distribute information and request support.
  - e. Work with the New Mexico Conference to establish a McCurdy School Day in the 2007 calendar, on which day offerings would be taken to support McCurdy.
  - f. Make contact with all 35,000 Methodist churches in the five (5) Jurisdictions to share information and request support for McCurdy. Initially focus on Conferences where the support base already exists and the South Central Jurisdiction made up of 8 states.
  - g. Expand the Volunteer in Missions program to bring more United Methodist members to the McCurdy campus.
    1. Persons responsible: Superintendent and Office of Church Relations
    2. Timeframe: Continuous, however, New Mexico churches will be contacted in November and December, one each month
    3. Measurement: A report will be submitted by the Office of Church Relations at year end documenting the above.

## GOAL II. MAINTAIN A COMPETENT, STABLE STAFF AND VOLUNTEER WORK FORCE.

Purpose of this goal: The staff providing student instruction is the most valuable asset of the institution. The volunteers provide person power, without which McCurdy School would have difficulty functioning.

Definition: Competent relates to professional expertise. Stable staff relates to persons with a commitment to McCurdy School that exceeds one year. Volunteer work force relates to short term and long term volunteers committed to “making a difference at McCurdy School.”

### Objectives:

1. Review and maintain current job descriptions for all employees.
  1. Persons responsible: Employees, principals and superintendent
  2. Timeframe: Annually by the beginning of the fiscal year, Aug. 1
  3. Measurement: Report from Superintendent by Aug. 1
2. Conduct annual evaluation of all employees.
  1. Persons responsible: Principals and Superintendent
  2. Timeframe: Annually by April 1
  3. Measurement: Review of personnel files to determine completion.
3. Conduct survey of staff and volunteers to receive feedback regarding positive aspects of McCurdy School and areas in need of attention. The following methods will be utilized:
  - a. Survey the staff prior to the end of the school year.
  - b. Conduct an exit conference with staff who resign their position to determine cause.
  - c. Survey volunteers at the exit conference.
  - d. Expand the season for volunteers and work teams to be on the campus to include October, January, February, March and April.
  - e. Advertise for volunteers through the Methodist publications and on the McCurdy WEB site.
    1. Persons responsible: Principals, Superintendent, and Office of Church Relations
    2. Timeframe: Continuous and as openings occur
    3. Measurement: Report at year end that includes turn-over rate of staff and number of volunteers on the campus

4. Recruit staff that has a passion for working with students in a Christian environment. Recruit at Christian colleges and Universities. Notify GBGM of openings. Advertise position in Newscope, The UMC Reporter and InterChristo
5. Accelerate efforts to improve staff stability by focusing on salary competitiveness, housing when available, competitive benefits package, mentoring new teachers and a staff assistance program.
  1. Persons responsible: Principals, Superintendent, and Office of Church Relations
  2. Timeframe: Continuous and as openings occur
  3. Measurement: Report at year end that includes turn-over rate of staff and number of volunteers on the campus

**GOAL III. ESTABLISH A CURRICULUM THAT MEETS THE NEEDS OF THE CLIENTS AND ACCREDITATION BODIES.**

Purpose of this goal: To insure that the McCurdy School motto, “Providing a Quality Education in a Christian Environment” is continued.

Definition: Accreditation bodies are defined as the Advance/ED (formerly NCA), the University Senate of the United Methodist Church and the New Mexico Public Education Department.

**Objectives:**

1. Complete the annual reports required by the respective accreditation bodies.
  1. Persons responsible: Principals and Superintendent
  2. Timeframe: Annual and accreditation body specific
  3. Measurement: Completed reports and subsequent accreditation
2. Complete and publish an annual school report card that includes standardized test data. Publication will appear in the “Rio Grande Sun” and on the McCurdy School WEB page.
  1. Persons responsible: Principals and Superintendent
  2. Timeframe: Annually to be completed in February
  3. Measurement: Publication and distribution of the report card.
3. Review the McCurdy School Improvement Goals and modify the curriculum if necessary.
  1. Persons responsible: Teachers, Principals and Superintendent
  2. Timeframe: Annually to be completed in April
  3. Measurement: Report to the Board in April
4. Review and update the Technology Plan.
  1. Persons responsible: Technology comm., principals, supt.

5. Analyze standardized test data and NWEA data and use data to review curriculum.

1. Persons responsible: Teachers, Principals and Superintendent
2. Timeframe: Annually to be completed in April
3. Measurement: Report to the Board in April

6. Review the curriculum, standards and benchmarks to assure vertical articulation between grades and within subject areas, i.e. Language arts, mathematics, etc.

1. Persons responsible: Teachers, Principals and Superintendent
2. Timeframe: Annually to be completed in April
3. Measurement: Completion of curriculum document and course syllabi that reflect articulation.

7. Review and update the mental health and wellness Project Carino Program. Include staff as clients.

1. Persons responsible: Project Carino staff and principals
2. Timeframe: Annually to be completed in May
3. Measurement: Submit an annual report to the Superintendent and Board of Trustees

#### GOAL IV. MAINTAIN AN ACTIVE MCCURDY BOARD OF TRUSTEES AND MCCURDY FOUNDATION BOARD

Purpose of this goal: To provide governance and leadership that promotes student performance and school effectiveness.

Definition: Board of Trustees is defined per Article IV., Governing Body, of the Revised Bylaws of McCurdy Schools of Northern New Mexico.

Objectives:

1. Maintain Board of Trustees membership in accord with Articles IV.-VII., Revised Bylaws of McCurdy Schools of Northern New Mexico.

1. Persons responsible: Board of Trustees
2. Timeframe: Continuous, subject to annual review
3. Measurement: Board membership that complies with the above Articles

2. Maintain Foundation Board membership in accord with Articles 111.-V., The McCurdy Schools Foundation, Inc.

1. Persons responsible: Foundation Board and Board of Trustees
2. Timeframe: Continuous, subject to annual review
3. Measurement: Board membership that complies with the above Articles.

NOTE: THE FOLLOWING OBJECTIVES PERTAIN TO BOTH BOARDS

3. Provide Board Training.
  1. Persons responsible: Board executive committee and supt.
  2. Timeframe: Annually at the beginning of the fiscal year
  3. Measurement: Completion of training
  
4. Conduct Board effectiveness review. The following methods will be utilized.
  - a. Complete board self evaluation
  - b. Complete evaluation of the board by the stakeholders to include: staff and parents
  - c. Progress toward meeting the goals of the Strategic Plan
    1. Persons responsible: Board members and Superintendent
    2. Timeframe: Annual but prior to the end of the school year
    3. Measurement: Completion of evaluations report on meeting the goals of the Strategic Plan
  
5. Develop policy manuals for both boards that incorporate Bylaws provisions, relationship between boards, roles and expectations of board members in relation to staff, etc.
  1. Persons responsible: Board members and Superintendent
  2. Timeframe: Complete by the end of the fiscal year
  3. Measurement: Existence of board manuals

**GOAL V. BUILD A SCHOOL INFRASTRUCTURE WHICH FULLY SUPPORTS THE NEEDS OF THE PROGRAMS AND SERVICES.**

Purpose of this goal: To provide a learning environment, including facilities, services and the equipment that is safe and orderly.

Definition: Facilities is defined as those structures used by McCurdy stakeholders to include students, staff, volunteers and visitors. Equipment is defined as those items used to deliver instruction and maintain the facilities.

**Objectives.**

1. Develop a long range maintenance plan to maintain the existing facilities and equipment.
  1. Persons responsible: Superintendent, Principals, Facilities Committee, Director of Maintenance
  2. Timeframe: Continuous, but updated annually by April 30
  3. Measurement: Existence of plan in place
  
2. Review and update a fixed assets inventory
  1. Persons responsible: Business manager and superintendent
  2. Timeframe: Continuous
  3. Measurement: Report submitted to the Board at the July Board

## Meeting

3. Increase maintenance staff as budget permits.
  1. Persons responsible: Superintendent and Board of Trustees
  2. Timeframe: When budget allows
  3. Measurement: Filled positions
  
4. Develop a plan that focuses on health and safety issues.
  1. Persons responsible: Director of Maintenance
  2. Timeframe: Completed by January, 2008
  3. Measurement: Completed plan
  
5. Continue to use capital funds to refurbish identified buildings on campus. During the 2007-08 fiscal year McCracken Gym and Bachman Administration Building will be refurbished as funds are available.
  1. Persons responsible: Director of Maintenance and Supt.
  2. Timeframe: Ongoing
  3. Measurement: Completed projects

## GOAL VI. ACHIEVE FINANCIAL STABILITY FOR THE PRESENT AND FUTURE.

Purpose of this goal: To assure that McCurdy School remains a viable Christian educational institution in the Espanola Valley.

Definition: Financial stability relates to fiscal solvency to continue the operation of McCurdy School.

### Objectives:

1. To revitalize the Office of Church Relations that secures 60% of McCurdy School's operating budget. To accomplish this objective the following measures will occur.
  - a. Implement the strategic plan which outlines the efforts to connect with United Methodist Churches within the New Mexico Conference and the five (5) jurisdictions of the United Methodist Church.
  - b. Distribute "The McCurdy Message" which is a publication that is mailed to 12,000 recipients who have had any contact with McCurdy School. Dates of distribution are February, May, August and November.
  - c. Review the donor base to determine: patterns of giving, review states and giving, follow-up with volunteers in mission.
  - d. Send SIMM appeal letters in September and March.
  - e. Increase attendance at annual conferences.
  - f. Increase the number of McCurdy presentations made during the year.)
    1. Persons responsible: Superintendent and Director of OCR
    2. Timeframe: Immediate merger, end of fiscal year for funds



6. To enhance the Volunteer in Missions program, Ambassador Program and work team effort. The following will occur:

- a. Advertise in all United Methodist publications requesting Volunteers in Mission.
- b. Orient all VIMs and work team members regarding the Ambassador program. Provide Ambassadors with a DVD that includes students thanking donors for their support of McCurdy School. Communicate with all Ambassadors by Oct. 1, 2007. Advertise for new Ambassadors in publications.
- c. Extend the time frame for work teams on campus as identified in Goal 2.
- d. Automatically follow-up with all VIMs and work team members after their visits to McCurdy, thanking them for their involvement and soliciting their continued prayer and financial support.
- e. Develop a data base of these individuals that will be included in the mailing to those receiving the 2 annual "calls for support."
  1. Persons responsible: Supt., and Office of Church Relations
  2. Timeframe: Continuous
  3. Measurement: Report at year end as to accomplishment

7. To involve the alumni in the financial support of McCurdy School. See Goal 1, item 3.

1. Persons responsible: Supt., and Office of Church Relations
2. Timeframe: Continuous
3. Measurement: Report at year end as to accomplishment

#### GOAL VII. COMPLETE A FEASIBILITY STUDY REGARDING THE CREATION OF A MCCURDY BIBLE COLLEGE/LAY PASTORAL TRAINING CENTER.

Purpose of this goal: To assure that McCurdy School remains a viable Christian educational institution in the Espanola Valley and extends its mission outreach into future decades.

Objectives:

1. Continue discussions with the New Mexico Conference leadership of the United Methodist Church regarding this issue.
2. Complete a "market analysis" with churches of other denominations to discover interest.
3. Continue discussions with Northern New Mexico College and a United Methodist Seminary regarding a collaborative program leading to an AA Degree.
4. Communicate with the Global Board of Higher Education and Ministry of the UMC regarding becoming a training center for the Course of Study.

1. Persons responsible: Superintendent and Director of Church Relations
2. Timeframe: Feasibility study to be completed by January 15, 2008
3. Measurement: Completed study)