

# Strategic Plan

## 2016-2021

Dear Members of Friends School of Portland Community,

From our beginnings on Mackworth Island 10 years ago, Friends School of Portland has flourished. We now serve over 100 students in a home of our own making that gives tangible expression to our commitment to environmental sustainability. We are known for our dedication to educational excellence and each day we strive to live the Quaker values of simplicity, peace, integrity, equality, community, and stewardship.

The Board of Directors has had to think and act strategically (and quickly!) to keep pace with the school's growth. At the beginning of our second decade, the board has had the small luxury to think 5 years ahead. In the spring of 2016, the board invited staff, faculty, parents, grandparents, Quakers, and community members to two visioning sessions to consider the school's strengths, opportunities, and aspirations, and what the results of fulfilling those hopes could look like.

Guided by those two sessions, in the following document, the board set out 5 goals for the next 5 years, along with some suggested strategies for reaching those goals. We realize that some priorities may shift as circumstance dictates. And we are sure that strategies will evolve, just as new ones will be conceived. The board's role is to support the administration, provide fiduciary oversight, and monitor progress as the school community addresses these goals.

As we and the FSP community met, we affirmed that two underlying principles run deep: our commitment to academic excellence and environmental sustainability. Both will continue to underpin and guide all of our work, as will our commitment to Quaker values.

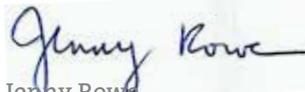
We are grateful to the many who have helped Friends School of Portland grow: our fine teachers, families who believe that education can change the world, generous friends who have given us the resources to thrive, the wider network of Quakers, and our inspiring students, the first of whom will soon graduate from college.

Our future is bright.

Sincerely,



Leslie Manning  
Acting Chair, Board of Directors



Jenny Rowe  
Head of School

## Mission Statement

Friends School of Portland challenges and empowers students to develop their intellectual, physical, emotional, creative and spiritual potential. We honor our students' natural gifts as they learn to enter the world with confidence, competence, joy and a sense of purpose. We are guided by the Quaker values of simplicity, peace, integrity, community, equality, stewardship, and truth.

### 2015-16 Board of Trustees

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Lise Wagner

### Strategic Planning Steward Team

Katie Brooke  
Hildy Ginsberg  
Leslie Manning  
Bernard Mohr, Innovation Partners  
Jenny Rowe



## Shaping Our Growth

Enrollment at Friends School of Portland has grown from 26 children when we began in 2006 to 105 in 2016. A new 15,000 square-foot, Passive House-certified building on 21 acres of forest accommodates our current programs. Two subsequent phases (a gymnasium, more parking, and possible additional classrooms) were envisioned. Admissions demand is high in the Early Childhood classrooms and overall attrition is low; continued growth is possible if we choose it.

**Our goal is to grow to a capacity and within a structure that supports an optimal learning and teaching environment as determined through careful study.**

### Suggested Strategies

- Analyze growth as it relates to the school mission and long-term sustainability of FSP.
- Apply results to capital decisions and design 1-, 3-, and 5-year building plans, including a gymnasium and parking.
- Coordinate fundraising and building committees to implement plans.



## Living Our Quaker Values

Embracing the Quaker belief of letting one's life speak, we nurture children's unfolding development as curious, creative, and compassionate world citizens. We emphasize cooperative, hands-on learning in a close community where simplicity, stewardship, and peaceful resolution of conflict are practiced every day. We are proud to be part of a world-wide network of Friends schools.

**In accordance with our mission, we seek to embody Quaker values through educational practice, social justice engagement, and inviting spiritual exploration.**

### Suggested Strategies

- Find opportunities for spiritual exploration to share the richness of the larger Quaker community with the FSP community.
- Enhance FSP's focus on social justice.
- Support faculty development as Quaker educators.
- Affirm Quaker process in decision making at all levels.



## Ensuring Long-Term Financial Sustainability

Friends School of Portland has enjoyed solid financial footing since its first year and carried out a highly successful capital campaign to purchase land and build a new home in 2015. It is proud to be able to offer financial aid to a third of its students. An endowment would allow for continued need-based scholarships, economic fluctuations, or further long-term projects.

**It is critical to secure FSP's financial future by achieving a comprehensive plan that includes consideration of long-term giving options.**

### Suggested Strategies

- Explore and consider fully the range of endowment opportunities.
- Initiate a planned giving program to build meaningful long-term relationships in support of FSP.



## Sustaining an Engaged and Diverse Community

Guided by the Quaker belief in the light within each person, Friends School of Portland seeks to create an engaged and diverse community of people from different backgrounds, identities, beliefs, and circumstances.

We value the shared wisdom that individual and cultural differences and perspectives bring, and we strive to build a community in which each person belongs, is known, and is valued.

We believe that learning and playing in a diverse school community enriches our shared experience and prepares our students for lives of purpose in a diverse world.

**To that end, our goal is to develop diversity purposefully by dedicating resources as a concrete step toward being a fully inclusive community.**

### Suggested Strategies

- Determine what staffing, volunteer, financial and educational resources are needed to move diversity initiatives forward.
- Explore and define diversity to inform decision making during admissions, hiring, and seeking board members.
- Focus on multicultural education as a faculty.



## Attracting and Retaining Exceptional Educators

At the heart of the FSP community are the faculty and staff, many of whom have been with the schools since its beginning. They model Quaker values in the classroom and among themselves, creating a culture of joyful learning for students.

**A thoughtful approach to salaries and benefits and the ability to continue to grow professionally is key in attracting and keeping educators.**

### Suggested Strategies

- Review and create policies that address personnel and human resource needs.
- Ensure adequate funding for professional development.







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