

miriam

Founded in 1910



2020-2024 Miriam Foundation Strategic Plan



Dear Miriam Community,

The Miriam Foundation's Strategic Plan (2020-2024) process was launched over a year ago with the goals of confirming our mission and vision, establishing core values to guide our work, defining who we serve and setting the strategic initiatives as an organization for the next four years.

Strategic planning keeps an organization on track over time and allows us to respond to change while remaining faithful to our mission, vision and core values. The process itself may be as valuable to the organization as the final plan. It has been wonderful to see all facets of the organization work together during this process.

I want to give a special thanks to the members of the Strategic Planning Steering Committee for their hard work over 12 months and a total of nine meetings. The committee represented faculty, staff and parents from Miriam School and Miriam Academy; Board members; Foundation staff; and Miriam Learning Center staff.

We are blessed with an outstanding faculty and staff who work hard every day to fulfill our mission of empowering unique learners by building confidence and a foundation for success.

Thank you for being part of a very special organization.

Sincerely,

Andrew Thorp
Executive Director, Miriam Foundation

Trish Winchell
Chair, Strategic Planning Committee

Our Vision

A world where children and young adults who are unique learners have the opportunity to be successful.

Our Mission

Miriam empowers unique learners by building confidence and a foundation for success.





Strategic Planning Steering Committee (2019-20)

Faculty and Staff

Melissa Luecke, *Science Teacher, Miriam Academy*
Linda Mercer, *Speech/Language Therapist, Miriam School*
Lindsay Serrano, *Clinical Supervisor, Miriam Learning Center*

Parents

Margaret Dorf, *Miriam School parent*
Ray Hereford, *Miriam Academy parent*

Miriam Foundation Board

Andy Greenberg, *Board Member*
Susie Luten, *Board President*
Judi Scissors, *Board Member*
Trish Winchell, *Board Member and Chair, Strategic Planning*

Program Directors

Mary Cognata, *Head of School, Miriam School*
Sue Jackson, *Head of School, Miriam Academy*
Janine Lawler, *Director of Development, Miriam Foundation*
Cyndi Ludwinski, *Director of Finance & Administration, Miriam Foundation*
Lynn Maurice, *Manager, Miriam Switching Post*
Beth Rose, *Director, Miriam Learning Center*
Katie Stalter, *Director of Marketing & Communications, Miriam Foundation*
Andy Thorp, *Executive Director, Miriam Foundation*

“Every child has a different learning style and pace. Each child is unique, not only capable of learning but also capable of succeeding.”

- Robert John Meehan

Core Values & Competencies

1. Learners First

Our student-centered approach defines who we are and must be at the center of our organizational planning and decision making.

Competencies

- Takes student-centered approach to all decision making
- Maintains mission focused communications and actions
- Shows empathy in daily interactions

2. Working in Partnership

Collaboration, open communication and a culture of trust are essential to a healthy and successful organization.

Competencies

- Maintains cooperative and transparent communication
- Builds collaborative relationships
- Represents Miriam well in the community

3. Commitment to Excellence

We are committed to achieving the highest professional standards through reflection and continuous improvement.

Competencies

- Seeks opportunities for reflection and continuous improvement
- Demonstrates integrity in all actions
- Remains flexible towards new and innovative ideas

4. Respect for All

A culture that embraces diversity so our entire community is valued, heard and understood.

Competencies

- Values input and is open to constructive feedback
- Communicates respectfully and productively
- Treats all in a fair and ethical manner





Shared Culture

Miriam's culture will be based on our core values of Learners First, Working in Partnership, Commitment to Excellence and Respect for All. At Miriam, we empower unique learners by building confidence and a foundation for success, and it would not be possible without a culture that embraces all of these values. We will develop a communications plan that will ensure our core values become a well-recognized message throughout our community. We will also create and implement a cultural competency and diversity plan for the organization, as well as develop a performance review system that holds each staff member accountable for upholding the core values.



Programming

Miriam will expand its leadership in the field of special education by continuing to deliver high-quality educational programs for unique learners. We will identify a process for exploring new programming and prioritize the avenues we would like to pursue. We will also provide seamless programming and positive customer experiences across Miriam.

Fund Development

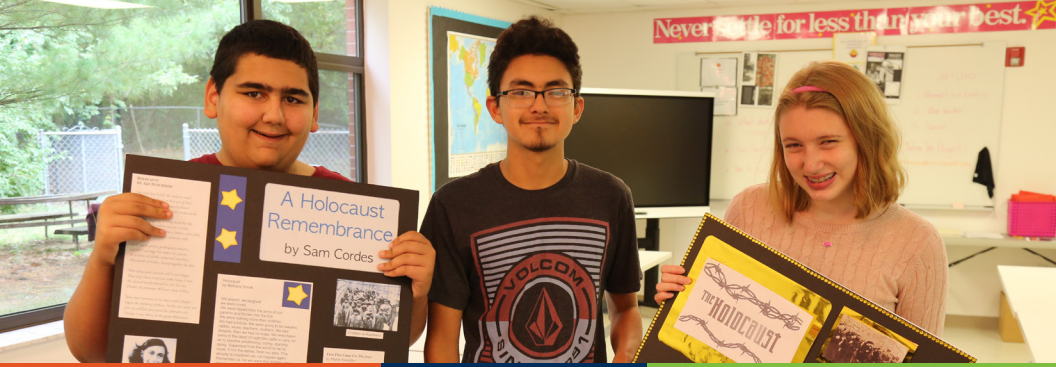
Miriam will attain the necessary sustainable funding to continue providing high-quality programs to all its constituents. The driving force behind this initiative will be the creation of a five-year comprehensive development plan that will determine the highest and best use of resources. Elements of this plan will include a completed Building on Success Campaign to support the purchase and renovation of the permanent location for Miriam Academy, and growth in endowment, planned giving/legacy donations and pool of potential donors.



Staffing

Miriam will employ a quality and highly skilled staff that is the right size for our organization's needs. Positions we hope to add under this plan include maintenance and IT support, subject matter and special education teachers at Miriam Academy, an administrative position and teacher at Miriam School, and billing and HR support.





Financial Stability

Miriam will continue to be a financially sound organization. We will continue to strive to make Miriam School and Miriam Academy tuition affordable and evaluate the amount of financial aid provided to families. We will also create a business plan before embarking on any new services or programs established throughout this Strategic Plan.

Marketing and Public Relations

Miriam will be a well-recognized and respected brand both locally and nationally, and we will continually increase both enrollment and fundraising numbers. Based on the variety of needs in each program, we will create an overall marketing plan for the organization. We will also design and complete customer satisfaction surveys for all programs from current, transitioning and alumni families.

Support Services

Miriam will continue to maintain administrative excellence to support its exceptional programming. We are looking into options for an organization database that will serve the needs of all of Miriam, and we're completing a salary compensation study that will help us recruit and retain the best talent in the region.

Board Development

Miriam will continue to have an engaged and impactful Board of Directors. We're fortunate to have an active board, and to further that involvement, we will create and implement a plan to ensure board members have the necessary training to assist in the promotion and funding of Miriam. We will continue to explore ways to diversify the board in all manners and continue to emphasize the role of the board in fundraising.

Communication

Miriam will have an open communication network throughout the entire Miriam family. We will clearly define the following for each segment of our organization: who we do and do not serve, where we cross over, how we serve the same population differently in each program, and entrance and exit criteria for each program.

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