

A PROUD LEGACY. AN INSPIRED FUTURE.

A STRATEGIC PLAN FOR MARVELWOOD SCHOOL 2024-2034



MARVELWOOD



MARVELWOOD SCHOOL EMBRACES OUR RESPONSIBILITY TO

impart knowledge and promote inquiry and freedom of expression; nurture academic and personal confidence across all members of our student body; reaffirm our dedication to providing exceptional support for our students; and plan deliberately for our future.

Our Strategic Plan therefore places significant and needed emphasis on remaining modern and relevant in today's rapidly-changing educational environment. It is both practical and aspirational, identifying strategic goals in the areas of program, place, and people while addressing not only the full range of the student experience but also vital support for and investment in faculty and staff, infrastructure, and our valued partnerships across many constituencies.

Our efforts have been guided by our commitment to stay true to our time-tested mission of providing a personalized, holistic school experience that transforms the lives of our students. We believe nobody does it better, and that that legacy deserves to be carefully stewarded as we navigate the challenges of today and prepare to embrace the opportunities of tomorrow.

Our plan offers strategic guidance for the school's leadership, the Board of Trustees, faculty, and staff, as we collaborate to continue to build the Marvelwood School of the future. This plan will be used to guide the work of all the members of the Marvelwood community for the next ten years. It is the proud result of an extensive strategic planning process, initiated by the Board of Trustees in 2022, that included a comprehensive facilities evaluation and master planning process conducted by the Perkins Eastman architectural firm and involved faculty, staff, and students in contributing ideas, providing feedback, and setting priorities. Our community extends its thanks and appreciation for the work of all those involved in the development of the plan, which was approved by the full Board of Trustees in April 2024.



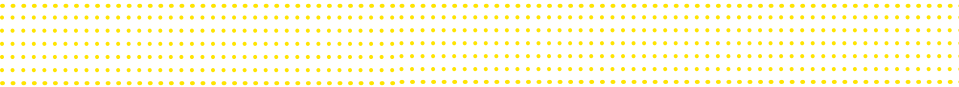
STRATEGIC PRIORITY

ADVANCING THE MISSION: INVESTING IN FACULTY & STAFF

Recognizing the deep and abiding dedication of Marvelwood's faculty and staff, the vital impact they have on the lives of the students, and their significant role in delivering the full scope of the student experience, attract and retain the highest caliber of faculty and staff who are dedicated to the school's unique mission and prepare and equip them to effectively and proactively meet the diverse academic, co-curricular, and social-emotional needs of our students.

INITIATIVES INCLUDE:

- » **PRIORITIZE** the employee growth plan model and identify any opportunities for enhancement.
- » **STRIVE TO** keep salaries competitive in the industry, ensure the sustainability of key programs, and examine the possibility of shifting the traditional faculty job description to a division of labor based more heavily on individual passions, talents, and interests.
- » **ENHANCE** professional learning opportunities that support the faculty's ongoing development as educators, and recognize their scholarship, teaching, and growth.
- » **PRIORITIZE** renovation of existing faculty housing and adding additional housing to campus.
- » **CONTINUE TO** measure faculty and staff satisfaction annually and use these results to drive change or improvements.



STRATEGIC PRIORITY

STEWARDED OUR CAMPUS HOME: FACILITIES INFRASTRUCTURE & INVESTMENT

Using the newly-completed facilities master plan and deferred maintenance assessment, prioritize campus and infrastructure improvements and additions; identify and pursue strategies and improvement projects to most effectively and efficiently ensure safety across campus; and set timelines and identify funding for this work.

INITIATIVES INCLUDE:

- » **DEVELOP** a multi-year deferred maintenance projection.
- » **DEDICATE** new academic and activity spaces to curricular elements that facilitate collaboration and interdisciplinary learning and reinforce the strengths of our program.
- » **CONSIDER** how the physical environment can convey the school's core values and unique differentiators and enhance the on-campus experience.
- » **PHASE IN** the installation of a campus-wide fob or swipe card system.





STRATEGIC PRIORITY

LEARNING & LIVING AT MARVELWOOD: STUDENT ENGAGEMENT & EXPERIENCE

Examine the structure and offerings across all areas of programming to ensure they are in alignment with the school's mission; fully meet students' needs; develop their sense of agency and empowerment; and prepare them for academic, job, and personal success in their lives beyond Marvelwood. Celebrate the school's ongoing commitment to fostering an equitable and inclusive school culture and supporting all students as they work to define themselves and their place in the world.

INITIATIVES INCLUDE:

» **CONNECT** the academic curriculum more broadly to authentic, experiential projects and meaningful reflection, and create/expand collaborative spaces in which students can be encouraged to explore, practice, and master skills that will serve them in their futures.

» **NURTURE** a culture of education, inquiry and empathy, and creatively enhance learning opportunities to advance cross-cultural understanding.

» **ADOPT** a clear and well-defined focus on health and wellness that properly supports the physical and emotional well-being of our entire community.

» **REAFFIRM** that a Marvelwood education prepares today's students for success in college and career.



STRATEGIC PRIORITY

ENSURING THE FUTURE: ENROLLMENT & FINANCIAL MANAGEMENT

Guided by Marvelwood's mission and remaining true to the school's founding principles, continue to work to identify a target enrollment goal and balance that are inclusive of a broad range of mission-appropriate students, reflect goals for community diversity, and meet the programmatic and budgetary needs of the school.

INITIATIVES INCLUDE:

- » **LEVERAGE** strategic and creative enrollment management strategies to fully enroll the school with appropriate students who will benefit from a Marvelwood education and can be supported within the current program model.
- » **HAVING GROWN** the school's endowment to a robust \$10MM (reflecting more than a 400% increase in five years), plan/fund a modest annual withdrawal to support operations, including financial aid and deferred maintenance.
- » **EXPLORE** new markets, clarify the school's value proposition, and make a Marvelwood education increasingly accessible to a more diverse population of students.
- » **ENSURE** the continuation of a sustainable and transparent financial model.



STRATEGIC PRIORITY

COLLABORATION AND CONNECTION: ALUMNI & PARTNER ENGAGEMENT

Strengthen local and global partnerships to expand opportunities for teaching, learning, and growth. Encourage a culture of philanthropy and continued involvement with the school among students, alumni, parents and friends, providing ways for them to stay actively and meaningfully engaged with the Marvelwood community throughout their lives.

INITIATIVES INCLUDE:

- » **EXPAND** learning opportunities through alumni, parent, trustee, and community engagement.
- » **ESTABLISH** benchmark goals for both alumni and parent participation in the annual fund and endowment, and increase legacy/heritage giving.
- » **PLANT** the early seeds of continued involvement with the school while students are still enrolled.
- » **EXPLORE** additional dual-credit programs with colleges and universities.
- » **SUPPORT** the ongoing growth and leadership of the Board of Trustees by expanding onboarding and training processes and professional development requirements.

THE CAPITAL PLAN FOR 2024-2034

A continuing theme throughout the strategic planning process was to upgrade some of Marvelwood's current facilities while also building others to serve programmatic needs, address growth, and add to our already beautiful home. What appears below is a selection of prioritized projects, with a tentative schedule. Approximate costs are articulated both to keep the school on a defined path, but also to inform potential major donors interested in contributing to a specific capital project.

RENOVATE & CONSTRUCT FACULTY HOUSING

Throughout our discussions, all stakeholders agreed that funds must be dedicated to improving and adding on-campus faculty housing.

» Housing on campus remains highly desirable but is not always available. Taken as a whole, existing homes and apartments require moderate to significant updates. Renovation of existing spaces is the first order of business, and construction of new faculty housing is a more aspirational goal.

» Additionally, Marvelwood must construct a new home for the Head of School, following the 2021 repurposing of what had served as the Head's House into space for the Admission and Advancement offices. The school will need a new home to attract top candidates for future generations of school leadership.

PROJECTED COST + TIMELINE:

Our projection is that a minimum of \$3 million will be needed to achieve these goals over a ten-year period.

CONSTRUCT A LEARNING SUPPORT CENTER & STUDENT COMMONS

Marvelwood's Strategies program is fundamental to the school's mission and critical to its financial vitality.

» Construction of a dedicated Learning Support Center will reflect the school's recognition of the vital importance of this burgeoning program while centralizing it in one strategically-located building that can eventually be connected to a new schoolhouse wing.

» The building will also house a dedicated, long-awaited Commons space for use by students throughout the day and during downtime, significantly enhancing the student experience. The addition of collaborative learning spaces and conversion of the current learning center into a maker space and/or third science lab would also be made possible.

PROJECTED COST:

This initiative, projected to cost approximately \$3 million, will be a significant but vitally important undertaking for the school.

THE CAPITAL PLAN FOR 2024-2034

INVEST IN CAMPUS IDENTITY & BEAUTIFICATION

Both the work submitted by Perkins Eastman and our discussions throughout the strategic planning process highlighted small ways to increase curb appeal, improve functionality, and enhance the on-campus experience for visitors and all members of our community.

A selection of the most impactful initiatives includes:

- » Adding walkways for highly-trafficked paths.
- » Installing attractive fencing along roadways to better define the campus acreage and add curb appeal.
- » Increasing the welcoming character of the dormitories by adding main entry pergolas.
- » Updating and improving signage.
- » Paving campus roadways and adding parking.
- » Adding a gazebo and in-ground fire pit to the dorm circle.

FUND DEFERRED MAINTENANCE

As part of the assessment of Marvelwood's campus facilities, all systems and buildings were meticulously surveyed, and a detailed summary of the most significant deferred maintenance issues and conceptual cost analyses was prepared.

» One of the goals of this work was to define a phased and implementable roadmap for action that maintains and improves the efficiency of the physical plant. The information is intended to aid school leadership in the decision-making process for pursuing new initiatives while strategically allocating resources to upgrade infrastructure.

» Like all independent schools, Marvelwood budgets for deferred maintenance. It is our goal to systematically address these urgent and emergent projects in a proactive, timely manner. To achieve this, we seek to find practical, sustainable ways to substantially increase the deferred maintenance budget.





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