

# MACLAY

STRATEGIC PLAN 2021-2026



MACLAY SCHOOL

Be Inspired. Be Determined. Be Unstoppable.



During the 2020-21 academic year, Maclay School launched a comprehensive strategic planning process. The strategic plan was developed to provide a long-range view of future school priorities created through a highly inclusive and participatory process. A steering committee was formed and focused on research, environmental scans, a comprehensive analysis of strengths, weaknesses, opportunities and industry threats, committee exercises, and trends in the independent school and the education sector.

In order to build a base of sound information and to guide the planning process, the School enlisted the assistance of research and planning firm, Ian Symmonds & Associates. The strategic planning steering committee worked collaboratively through a series of exercises designed to establish priorities based upon the findings of the research.



## MISSION AND VALUES

### Our Mission

Maclay School is an independent, non-sectarian college preparatory school dedicated to providing a liberal arts education and enabling each student to develop their inherent ability to the fullest extent with a balance of discipline and freedom.

### Our Statement of Community

As a member of the Maclay School community, I will maintain my honor and integrity at all times by creating and upholding an atmosphere of trust, respect, kindness, and consideration for all members of the school and the wider community. All constituencies that make up our community - trustees, administrators, faculty, staff, students, parents, and alumni - should respect, support, defend, cooperate with, speak well of each other and Maclay School, and place the best interests of the institution first.

### Our Statement of Belonging

At Maclay School, a sense of belonging is central to our mission as an educational institution. Diversity, equity, and inclusion are fundamental to ensuring that each member of our community has an opportunity to thrive, lead others, and be a person of impact. By embracing our differences as a community, our approach to diversity, equity, and inclusion fosters an inclusive, welcoming, supportive, and healthy school culture that promotes genuine respect and acceptance of all members of our community. We are committed to equal opportunity for all persons and do not tolerate discrimination and harassment on any basis.

It matters not how strait the gate,  
How charged with punishments the scroll,  
I am the master of my fate,  
I am the captain of my soul.  
- *Invictus*

The excerpt above from William Ernest Henley’s 1875 poem “Invictus” speaks of the unbowed spirit of one faced with uncommon challenges and yet continues. As we emerge from a period filled with uncertainty and fear, Maclay has held its firm foundation and continues the rapid acceleration through the iTHINK initiative and the innovation, partnerships, and personalization it provides.

All great institutions transition through inflection points where they are tested. The loyalty of their supporters, the outcomes of those they develop, the relationships with their team members all are tested, refined, and made stronger with pressure and perseverance. Maclay School is emerging from just such a time. Four years ago, we began a journey to find a model of education that would meet our students where they are, embracing their talents and interests, use those to draw strength from them and allow it to take our students further. This innovative mindset, the flexibility of methodology, and a relentless adherence to high expectations prepared the school for an unprecedented challenge. A challenge we have emerged from stronger.

We believe deeply in our mission to provide each student with a balanced experience that draws the best out of each of us. No one knows our limits, and as a school, we intend to push the edges of what success looks like for our students and our graduates. Through this Strategic Plan, we commit ourselves to impact the region in a real way. We will build partnerships that bring our students’ minds and hands to some of the toughest issues our community, nation, and world face and bring the full focus of the institution to make a difference in more lives.

Our charge moving forward is to look inward to develop the best of who we are and press outward to begin the impact we expect our graduates to make in their lives much earlier than graduation. There is an amazing power when a collective dream is focused on a worthy goal. Our students’ education and our community thriving together is a high calling worth that pursuit.

I’m so proud and thankful for those in our community who stepped forward to take part in this process and share their vision and dreams for our future.

Yours,

A handwritten signature in blue ink, appearing to read "James Milford".

James Milford





# GOAL 1

**Enhance and integrate robust, relevant global, cultural, and current issues into the curriculum.**

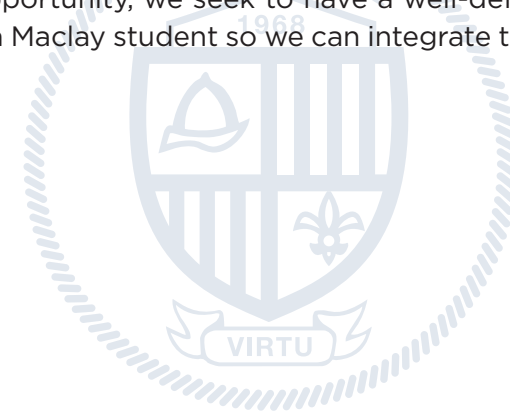
Develop a mindset of exploring and embracing the local, national, and global issues facing our students today and those they will face when they graduate. Engaging the broader community in these conversations will be important as we seek understanding and create a healthier and more informed community. We believe these conversations can best happen as integrated parts of a curriculum so our students understand the interrelated nature of the world.



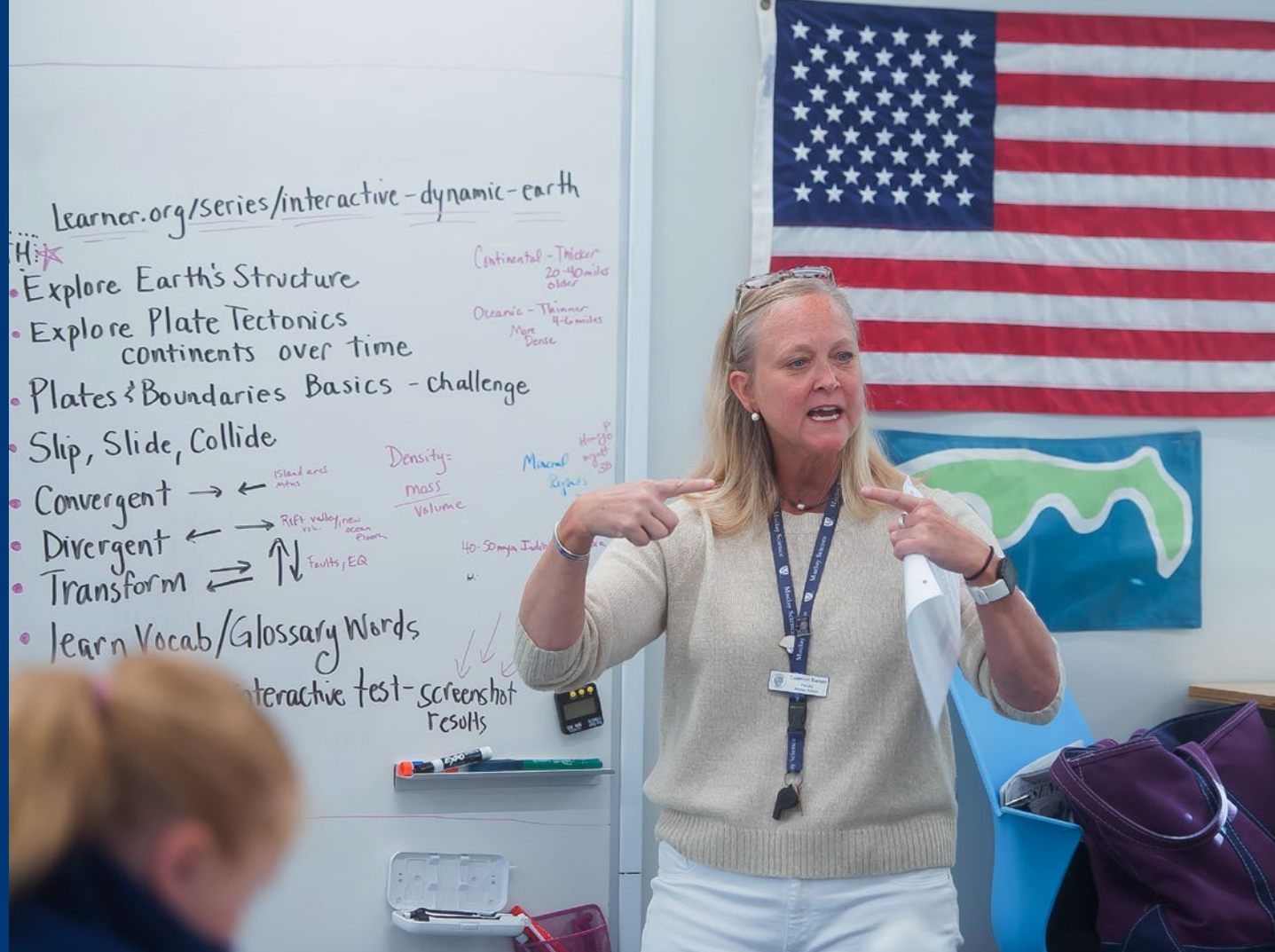
# GOAL 2

**Create and articulate a renewed, relevant, and updated definition of a Maclay student that reflects the dynamic academic and co-curricular environment in which we operate.**

We believe the demands and expectations for our students and graduates have been changing rapidly and show no signs of slowing. As a school with 3 year olds up to graduating seniors, we have a unique opportunity to be a part of the entire childhood journey to adulthood. With that opportunity, we seek to have a well-defined picture of the mindsets, skill sets, and character of a Maclay student so we can integrate those outcomes into all we do.







## GOAL 3

**Enhance our commitment to the emotional health and wellness of our students, faculty, staff, and Maclay community through strengthened resources and intention.**

We know that a safe and healthy environment is critical to learning and accomplishing all our goals. Through consistent conversations and feedback, we will ensure we are responsive to all in our community to keep our physical, mental, and emotional wellness a priority.



## GOAL 4

**Create a culture where people, programs, policies and procedures promote our philosophy of diversity, equity and inclusion and a sense of belonging for all students.**

We believe there is strength in different mindsets, and when everyone in a community feels empathy for and seeks to understand each other, there is a sense of belonging that we can all share. We are committed to continually working to ensure all members of our community feel that Maclay can be their home, and each student feels a sense of belonging.





## GOAL 5

**Build a resilient financial plan that challenges traditional assumptions about our enrollment, capacity, and delivery and creates new, non-traditional sources of revenue.**

In the current educational and economic landscape, we know not being innovative and nimble in the face of these challenges is neither responsible or sustainable. In our 50+ years, we have steadily grown with the economy and adjusted accordingly. However, the pace of change in the industry has increased significantly, and to stay competitive and deliver our mission, we must question long-held assumptions about what and how Maclay School can and should serve its community. We will seek ways to become indispensable to our families and, as partners, give options to the many challenges faced by our families through the year.



## GOAL 6

**Maximize and enhance our physical footprint, deepening our experiential learning use and expanding the development of creative outdoor learning spaces.**

Maclay School and our community is in the enviable position of sitting on a beautiful 100 acres of land. As we seek to provide meaningful and engaging learning experiences for those we serve, we will move forward with plans to ensure the ambitions of our students and faculty never surpass the capacity of our facilities. These plans include a reworked athletic footprint and outdoor classrooms for all grades.







## GOAL 7

**Explore and potentially leverage hybrid and virtual learning around new mission-appropriate programs that recognize the proper developmental sequence of students, the cultivation of key relationships, and non-negotiable experiences for all Maclay students.**

The recent pandemic accelerated our use of technology as a learning tool across the entire school. We've learned where technology can be used to benefit learning as well as where it is least efficient. We seek to capitalize on this knowledge and opportunity to leap forward to offer enriched learning experiences for our students as well as find new opportunities these technologies provide.



## GOAL 8

**Aggressively expand community partnerships to increase our connection and impact, use campus facilities to convene conversations, and offer courses taught by remote experts in their fields.**

Maclay School is purposefully turning outward to build two-way partnerships that simultaneously benefit our students and the community. Recent investments in innovative curriculum and facilities have provided opportunities and, we feel, a responsibility to engage those in our community and across the globe to ensure our students' experiences are unmatched.





# GOAL 9

**Expand the impact of the Center for Academic Excellence as the regionally recognized hub of best practices for training and education.**

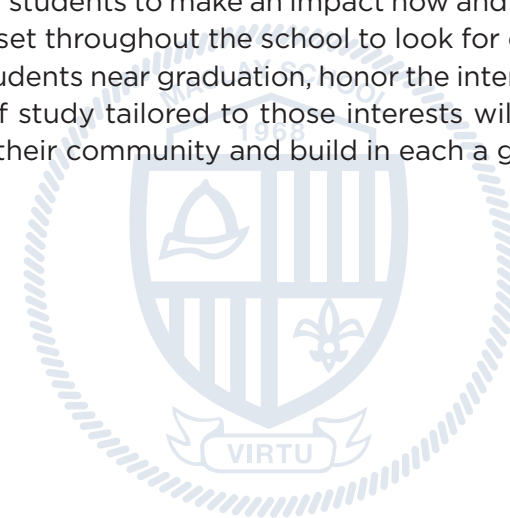
Central to the core of our mission statement is the word, 'each'. The Center for Academic Excellence leads our school in fulfilling its promise to meet each student where they are and help them see their potential and achieve it. We seek to establish best practices and expand these models and services to the community and the broader industry, including an extensive faculty professional development program.



# GOAL 10

**Expand real-world, experiential learning through career-focused opportunities and a capstone experience that deepens leadership opportunities and incorporates community impact for our students.**

The opportunities for our students to make an impact now and in the future are without limit. We will develop a mindset throughout the school to look for opportunities to do work that is meaningful, and as our students near graduation, honor the interests that drive them. Offering experiences and courses of study tailored to those interests will keep engagement high and accelerate their impact on their community and build in each a growing sense of mastery.



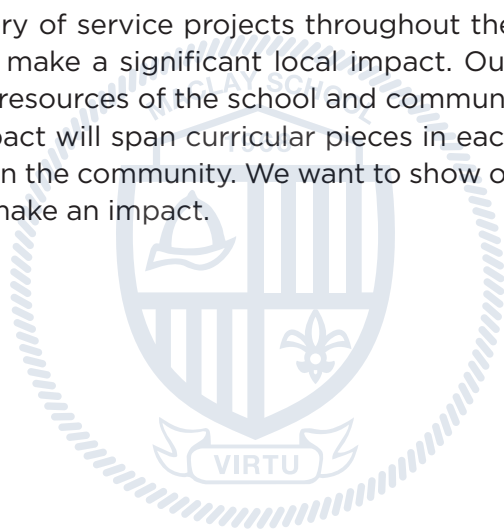




# GOAL 11

**Deepen our commitment to service learning through vibrant, topic-based experiences that make a positive impact in the region and adopt a signature, singular local initiative to engage with as a school.**

MacLay has a long history of service projects throughout the school. We seek to narrow our focus in order to make a significant local impact. Our vision is to choose a local challenge and focus all the resources of the school and community to roll up our sleeves and make a difference. This impact will span curricular pieces in each division to understand the impact of our on-site work in the community. We want to show our students how they can be part of a larger cause and make an impact.



## STRATEGIC PLAN STEERING COMMITTEE

Ananth Prasad  
Charles Beamer  
Elizabeth Marschall ('85)  
Ginny Yearty ('92)  
Janice Lawson  
Joseph Gray  
Junious Brown  
Katrina Rolle  
Lori Rosenberg  
Martha Kutter ('97)  
Melissa Lombard  
Murray Moore ('83)  
Sarah Ball Miller ('95)  
Scott Eagen  
Ted Frazee ('98)  
James Milford

## DESIGN GROUPS

### DESIGN GROUP #1

*Advance Our Regional Leadership  
Through Innovation and Partnerships*

Katrina Rolle, Chair  
Sarah Ball Miller ('95), Co-Chair  
Ginny Yearty ('92)  
Cameron Barton ('88)  
Rebecca Matthews  
Kim McWilliams  
Blake Hicks  
Matt Harmon  
Matt Thompson  
Jay Smith ('92)  
Stephanie McCann  
Nick Cicchetti ('21)  
Chari Beamer ('23)  
Jaclyn Summers ('24)  
Tim Fitzpatrick  
Jenny Vu  
Mandy Clark  
Kyle Clark  
James Milford

### DESIGN GROUP #2

*Enhance the Student and Parent  
Experience Through Investments  
in People, Place, and Program*

Joseph Gray, Chair  
Charles Beamer, Co-Chair  
Melissa Lombard  
Elizabeth Marschall ('85)  
Nina Olivardia

Anjali Bhandari  
Carri Lauder  
Janine Couch  
Stacey Houston  
Mike Fisher  
Sarah Bascom  
Janice Lawson  
Chris Dudley  
Caroline Strange  
Molly Johnson ('22)  
Eli Paddock ('22)  
Kiki Dunton  
James Milford

### DESIGN GROUP #3

*Expand and Enhance Our Community  
Through Diversity, Inclusion,  
Equity, and Accessibility*

Junious Brown, Chair  
Morgan Lewis, Co-chair  
Martha Kutter ('97)  
Scott Eagen  
Murray Moore ('83)  
Sarah Fixel  
Hannah Nalls  
Sally Bradshaw  
Kim Crowell ('99)  
Alfredo Paredes  
Monica Rodriguez  
Sarah Painter  
Kristen Youngblood  
Joe Kupiszewski ('87)  
Grayson Oberste  
Teresa Morgado ('23)  
Lucy Whitehead ('23)  
Nishant Mehta  
James Milford

### DESIGN GROUP #4

*Build a Resilient and  
Sustainable Model for the Future*

Ted Frazee, Chair ('98)  
Lori Rosenberg, Co-Chair  
Ananth Prasad  
Rikki Overstreet  
Maggie Masferrer  
Ben Watkins ('75)  
David Low ('05)  
Eva Mustian ('14)  
Holly Webb ('98)  
Chris Rumana  
Diana O'Bryant  
Allison Deison  
Jennifer Wyly

Charles Robinton ('85)  
Daron Gallina  
Justin VanTassel  
Victoria Lee ('21)  
Eli Mears ('22)  
James Milford

## MACLAY BOARD OF TRUSTEES

Sarah Bascom  
Sally Bradshaw  
Kimberly Crowell ('99)  
Bonnie Davenport ('98)  
Allison Deison  
Michelle Douglas  
Chris Dudley  
Kiki Dunton  
Ted Frazee ('98)  
Murray Moore, Chairman ('83)  
Diana O'Bryant  
Alfredo Paredes  
Ananth Prasad  
Katrina Rolle  
Lori Rosenberg  
Chris Rumana  
Jay Smith ('92)  
Matt Thompson  
Kyle Ulrich  
Ben Watkins, III ('75)







A MARAUDER  
IS HONORABLE.  
RESPECTFUL.  
ACCOUNTABLE.

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I will respect all people and property.  
I will be honest in all matters and take  
responsibility for my actions.



MACLAY SCHOOL

Be Inspired. Be Determined. Be Unstoppable.

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[www.Maclay.org](http://www.Maclay.org)

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