



# Pingree State of the School 2019







# SCHOOL MISSION

Dedicated to **academic excellence** and development of **high personal standards**, Pingree believes that a love of learning flourishes best in a diverse community that respects **truth, curiosity, creativity, humor**, and **independent and imaginative thinking**. Above all, Pingree strives to instill in its students **integrity, decency, compassion, self-esteem**, and **commitment** to one another and to the world at large.

# OUR PEOPLE

*The difference between **good** schools and **great** schools*

## EXPERIENCE

The average tenure of our faculty is 12 years.

Their depth of experience, fresh ideas, and collaborative spirit create an ambitious and innovative culture of learning that is rooted in mission and tradition.

### From 2018 Student Survey (354 responses):

- *Rated advisor-student relationships and communication 4.5/5 (84 schools surveyed)\**
- *Rated their development of the five pillar skills an avg. of 4.2/5, highlighting effective efforts to build these skills across program*
- *Achieved new high score among schools surveyed for self-advocacy*



## RELATIONSHIPS

Through our co-curricular model, Pingree ensures that faculty members engage in campus life beyond the classroom, yielding meaningful connections between students and teachers.

### From 2016 Alumni Survey (330 responses):

- *98% reported that a faculty or staff member had a transformative impact on their lives (60 schools surveyed)\**
- *Top three majors: Sciences/Engineering (37%), Liberal Arts/Humanities (33%), Business/Economics (22%)*
- *Rated their overall experience at Pingree 4.6/5\**

*\*A new high score among schools surveyed*

# OUR PEOPLE

*The difference between **good** schools and **great** schools*

## EXPERTISE

Outside of the classroom, Pingree teachers are professionals in their fields. Their life experience adds depth and dimension to the classroom experience.

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### Recent faculty accomplishments include:

- *Published poets*
- *Professional artists*
- *Professional athletes*
- *Entrepreneurs*
- *Bloggers and leaders in the field*
- *Massachusetts Chinese Teacher of the Year*



## RELEVANCE

We are lifelong learners. Over 90% of our faculty and staff have participated in professional development over the last three years, in the form of conferences, workshops, graduate programs, etc. Additionally, two-thirds of the faculty hold advanced degrees.

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### Recent Professional Development includes:

- *AISNE "Design Thinking" Workshop*
- *Greening Your 21st Century School*
- *International Teaching Exchanges in Mexico, Spain, Taiwan, and Turkey*
- *Museum Institute for Teaching Science*
- *National Partnership for Educational Access*
- *Project Zero Classroom, Harvard University*

# ADMISSIONS TRENDS AND THEMES

## Highlights



**Increasingly, Pingree is a top choice for day schools.**

### **Expanding Our Reach**

Increasing to 5 bus routes for the 2019–2020 academic year, including two routes into Southern New Hampshire

### **Identity in the Market**

Positioned as a forward-thinking, innovative, actively engaged community

### **Prioritizing Access for Excellence**

Balanced tuition assistance and strong access programs for academic excellence

## Opportunities

### **Shifts in Financial Aid Applicants**



More high-income families are applying for financial aid

### **Need for More Personal Touchpoints**

In response to the need for more interactions throughout the admissions process, we have added events

### **Higher Expectations of Athletic Programs**

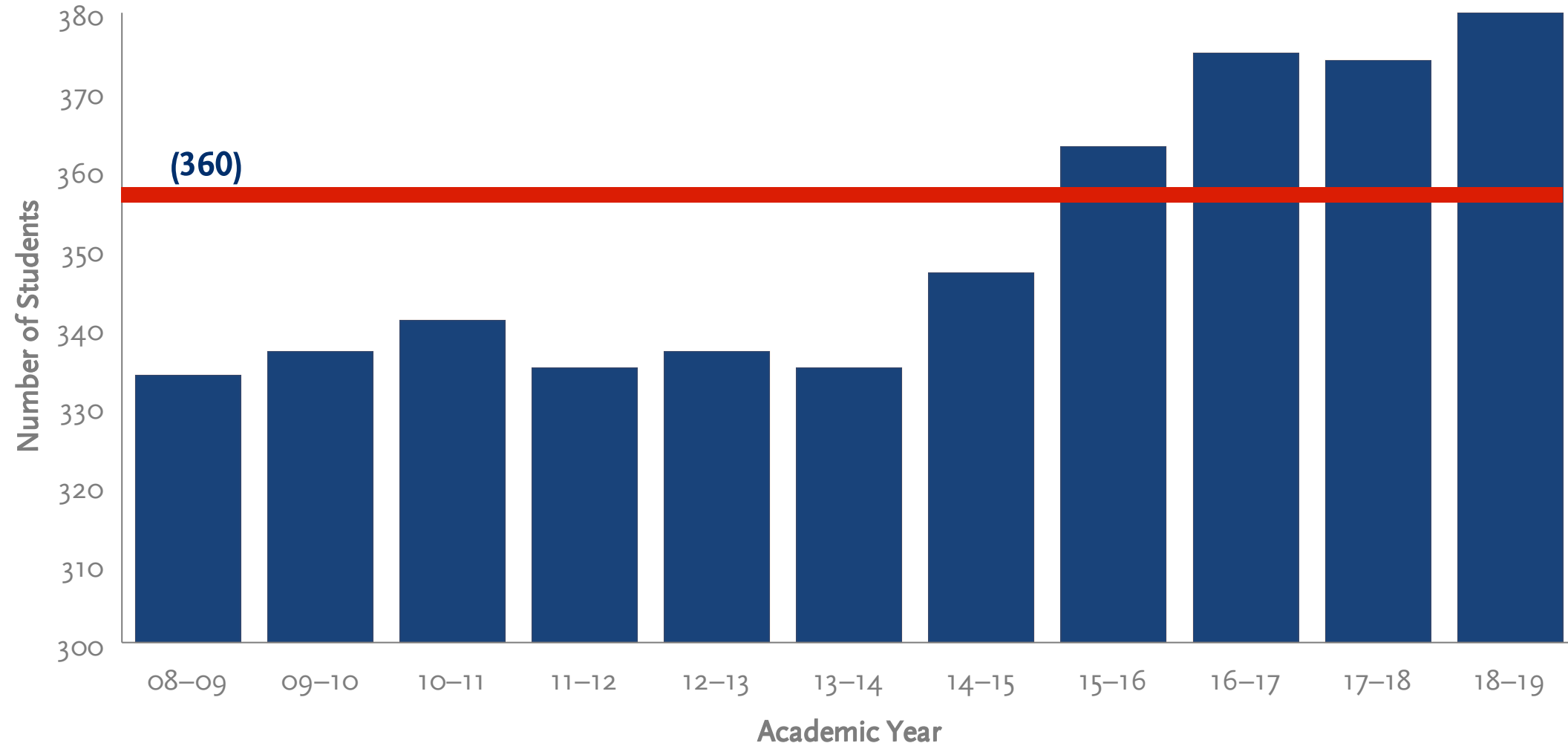
Student-athletes who play club sports have a higher expectation of our athletic programs

### **Declining Demographics**

Fewer eighth graders across our region

# ENROLLMENT

## 2008–2019







# COLLEGE COUNSELING

## RELATIONSHIPS

Counselor-to-Student Ratio is 30:1, versus 42:1 (*Boston-area independent school average*) and 425:1 (*Massachusetts public school average*).

## EARLY DECISION SUCCESS

73% of early decision applicants were accepted this year. The average listed acceptance rate for these same schools is 30%.

## COMPETITIVE APPLICANTS

In the class of 2018, 70% of the class was accepted to schools on *Barron's* list of the the nation's most competitive colleges and universities (90 schools total).

## INSTITUTIONS OF BEST FIT

In the class of 2018, 81 students were accepted to 60 different colleges and universities, highlighting the best-fit range of programs for Pingree students and our relationships with schools around the world.

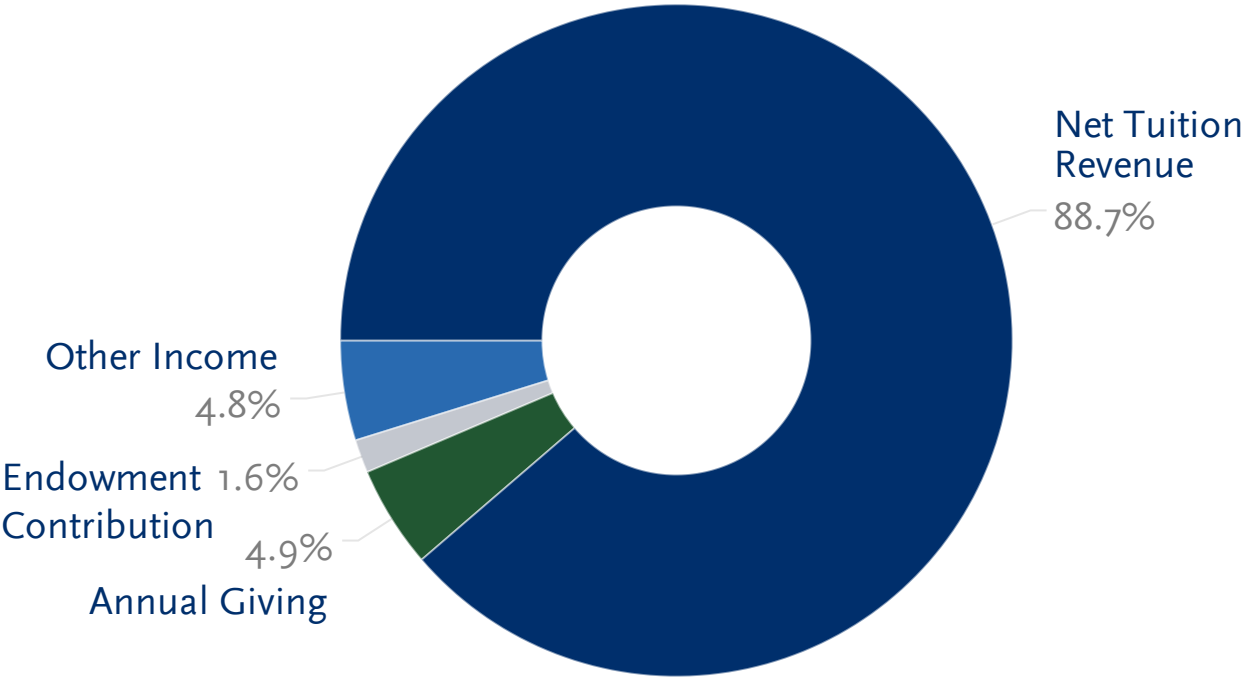
## WELL-PREPARED FOR COLLEGE AND BEYOND

Last two years: Over 90% of seniors had received offers of college admission by January, reducing stress and affording students a healthier pace during the remainder of their senior year.

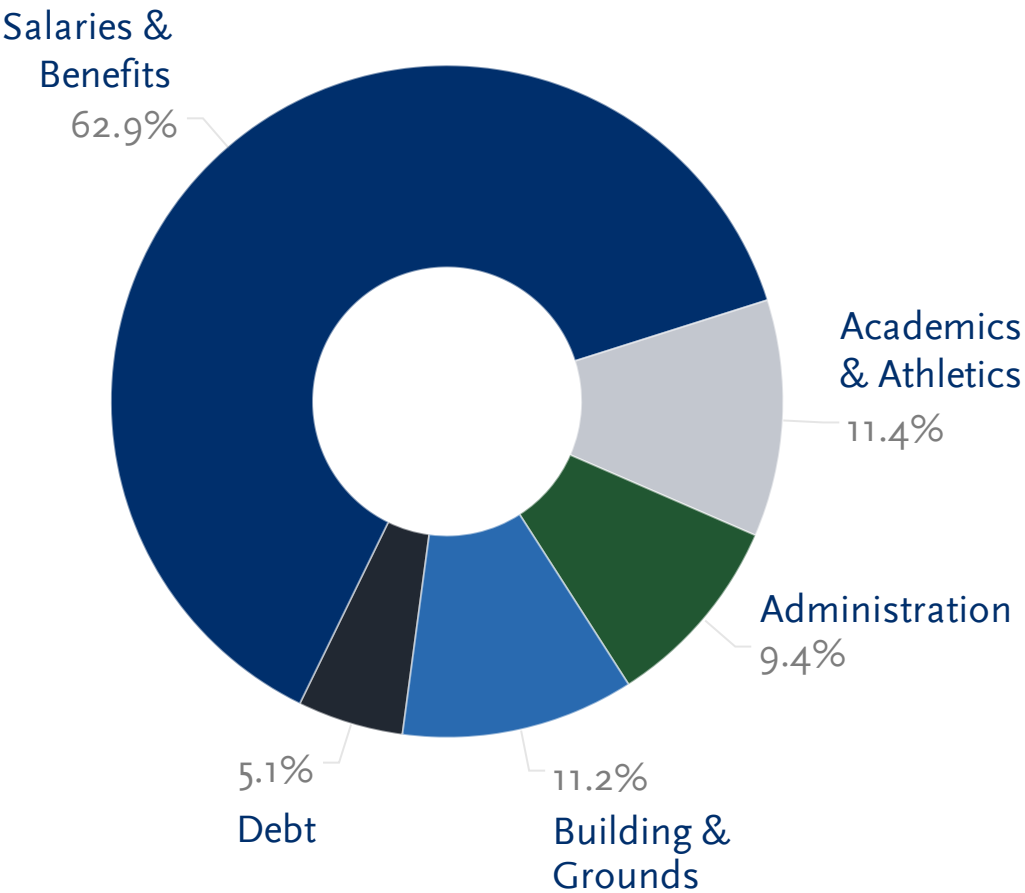
# FINANCIAL OVERVIEW

*Fiscal Year 2018*

## REVENUE



## EXPENSES





# PARADOXES OF LEADERSHIP IN EDUCATION

*Meaningful tensions that inform decision-making*



**Exploration vs. Specialization**



**College Prep vs. Life Prep**



**Reflective Experiences vs.  
Overscheduling**



**Failure is Vital vs. Perfection  
is Required**



**Individualization vs.  
Standardization**



**Access is Essential vs. Realities  
of Budget**



**Being Present vs. Staying  
Connected**



**Happiness is Desired vs. Importance  
of Toil**

# FRAMEWORK FOR THE FUTURE



## People

We will fund programs for students, access for families, and benefits for faculty in perpetuity.



## Pace

We will prioritize wellness and reflection.



## Place

We will enhance learning, study, and social environments.

# FRAMEWORK INITIATIVES

## 2018–2019

### PEOPLE

Affirming our commitment to engaging with students beyond the classroom, **how might our “4-2” model (i.e., four sections and two co-curriculars for full-time faculty) evolve to reflect the current state of coaching and teaching** at Pingree and in independent schools?

### PLACE

By ranking, **what program needs will benefit from additional space, maximizing flexible teaching and learning space** when possible? What are the needs of these spaces now and how might they be organized to improve the student experience in the future?

### PACE

Reflecting on the student experience, curricular goals, stress points throughout the year, and efforts to provide a healthy pace, **in what ways should we consider changing the calendar window of the school year** to deliver current program?

### ASSESSMENT

Aligning with our decision to move to a standards-based reporting mechanism, **how will we improve the quality and consistency of the feedback for ninth grade students** at indicators? How may this process eventually expand to other grades?



# HISTORICAL SNAPSHOT OF CAMPUS MASTER PLAN

*Over the last decade, we have invested more than \$30 million into our physical plant.  
Recent projects have included:*



**2004**

## **Building Our Future, Expanding Our Home Campaign**

Completed in 2004; included  
academic center project

**2014**

## **Campaign for Arts, Athletics, and Access**

Completed in 2014; included new athletics  
center, performing and visual arts center,  
and access fundraising.



**2015**

## **Commons Renovation Project**

Completed in 2015; Phase One of  
the project included upgrades to  
student seating and serving area

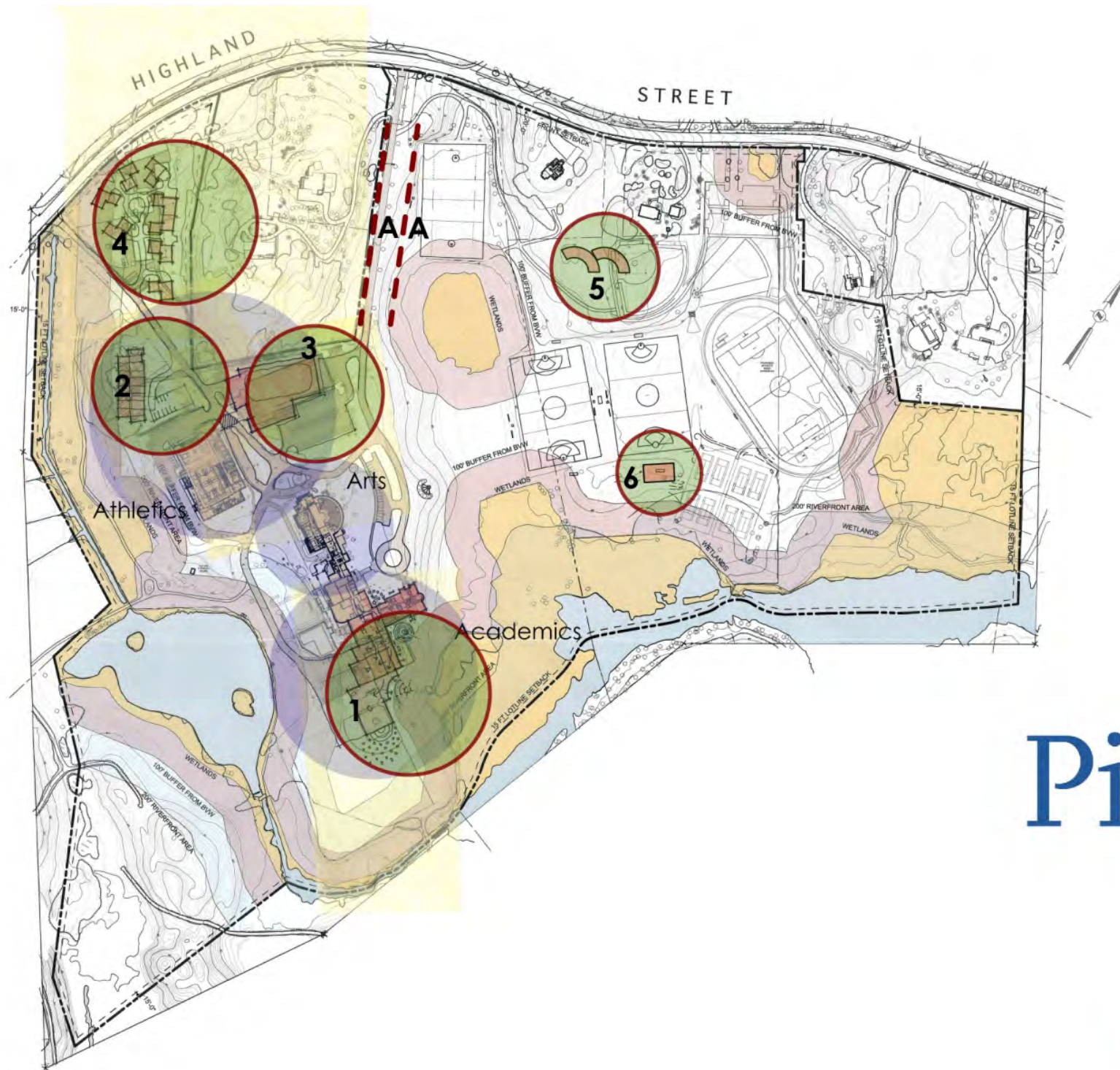


**2018**

## **Turf Field and Track**

Completed in 2018; phase one of  
project included installation of  
outdoor field and lights





#### OPPORTUNITIES

- 1 - Expansion**  
Indoor/Outdoor Classrooms  
Educational Resource Center Suite  
Maker Lab  
Café/Kitchen  
Black Box  
Squash courts
- 2 - Athletics Expansion**
- 3 - Ice Rink Upgrades/Replacement**
- 4 - Faculty/Staff Housing**
- 5 - Outdoor Classroom**
- 6 - Snack Shack / Outdoor Classroom**
  
- A - Fencing/bollards/pavers**  
to improve scenic entry drive  
and discourage parking along  
edge of drive

# Pingree

## SCHOOL

### Master Plan

August 24, 2017



# ANNUAL FUNDRAISING EFFORTS

## The Role of the Pingree Fund

- A community-driven, annual fund that bridges the financial gap not covered by tuition and endowment income.
- In 2018-19, the Pingree Fund goal is \$1,100,000 (7.3% of operating budget).
- Longer term goal is to raise \$1,500,000 annually (10% of operating budget).

## Head's Fund For Innovation & Financial Flexibility For Program

- Established in 2018 in an effort to encourage creativity, community, and innovation.
- Goal to provide an annual budget for Pingree's Head of School to support new ideas, coursework, and programs to ensure forward-thinking change that strengthens the Pingree experience.



# PHILANTHROPIC INITIATIVES AHEAD



Strategic commitment to grow Pingree's endowment to offset reliance on annual tuition revenue and increase financial flexibility. Naming opportunities include endowed funds for financial aid and access, faculty support, and other programs.

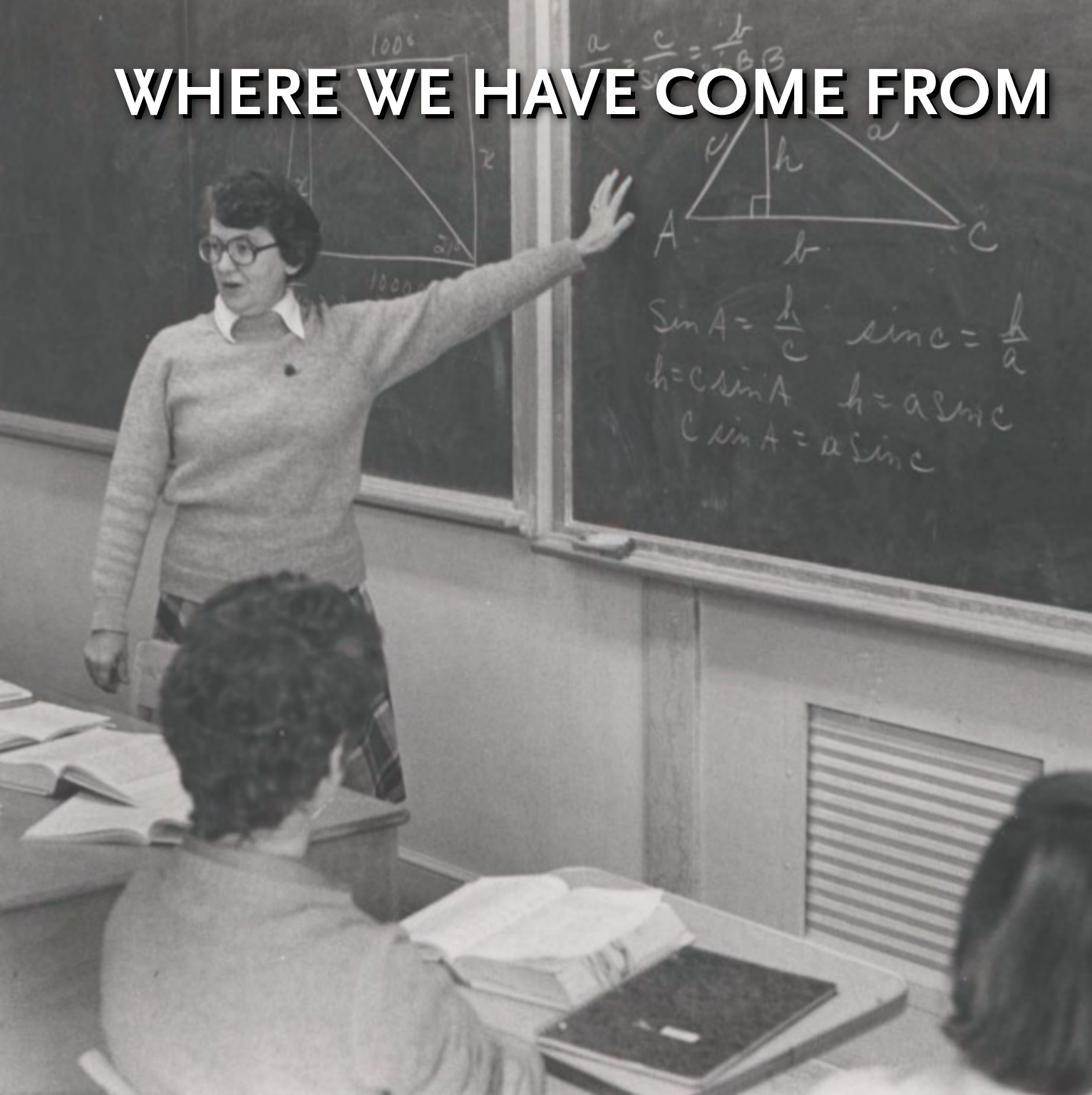


Wellness Center and Rink Renovation Project

Phase Two of the Turf Field Project  
and Installation of Track

Classroom and Student Space (TBD)

# WHERE WE HAVE COME FROM



DAILY SCHEDULE					
	MON.	TUES.	WED.	THURS.	FRI.
8:30 - 9:12	First Period				
9:15 - 9:57	Second Period				
10:00 - 10:40	Third Period				
10:40 - 10:55	RECESS				
10:55 - 11:37	Fourth Period				
11:40 - 12:22	Fifth Period				
12:25 - 1:05	Sixth Period				
1:05 - 1:20	ASSEMBLY				
1:20 - 1:45	LUNCH				
1:45 - 2:20	Seventh Period				
2:25 - 3:05	EXTRA HELP, MEETINGS, and STUDY				
3:20 - 4:15	ATHLETICS				
4:30	BUS and CAR POOLS				

*Original Daily Schedule*



Navigate

Communicate

Relate

Originate

Participate

# WHERE WE ARE



**Pillars**



**Trimesters, Course Offerings, and Curriculum Development**



**Daily Schedule**



**Integrated Student Resources and Community Education**



**LAB: Local, Domestic, International**



**Faculty Development and Fellows Program**

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*“I would never change the way I have learned to take responsibility for learning into my own hands, because self advocacy is a very important skill to have.”*

**Student Survey 2018**





*"I would never change the student daily schedule at Pingree. Every day is different, I like that classes meet three times a week, and it helps us manage our homework load and our co-curricular activities."*

**Student Survey 2018**

**150+** full credit courses

**50** H block courses

**327** Students enrolled in H block this year

**60%** of Students have visited the ERC/WC/QC

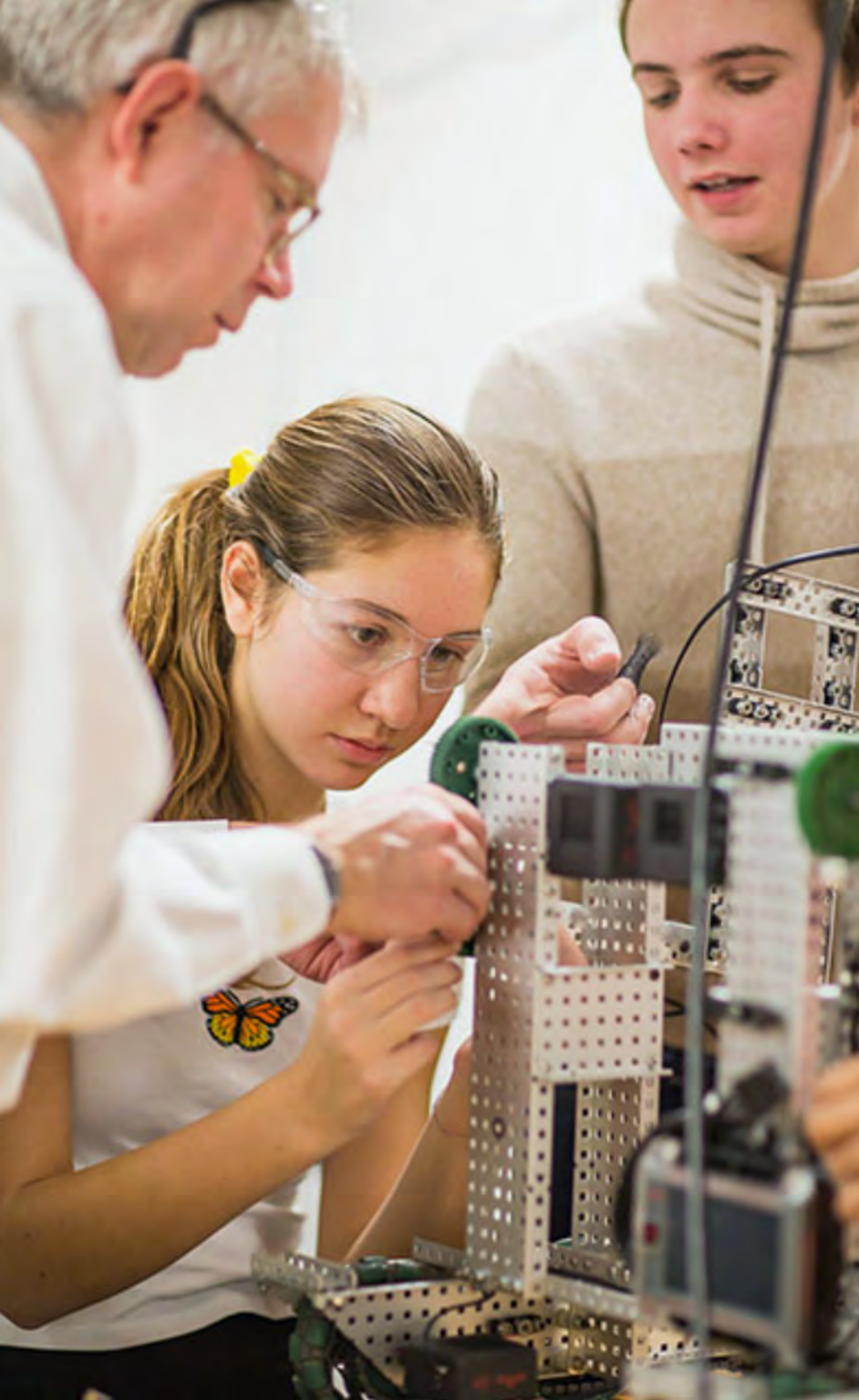
**45** Local LAB offerings

**40+** Faculty/Staff Professional Development experiences

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*"I would never change the ability to take a wide range of courses that allow for curiosity to drive education."*

**Student Survey 2018**



# WHERE WE ARE GOING



**Sustaining and Expanding Independent Curricula**



**Relevance and Skill Development**



**Grading and Assessment**



**Pace and Structure of our Program**



**Flexible and Adaptive Teaching Spaces**

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*“Educational success is no longer about reproducing content knowledge, but about extrapolating what we know and applying that knowledge in novel situations.”*

**Charles Fadel, author *21st Century Skills***



# WHAT WILL STAY THE SAME





A large, multi-story stone building with a central portico supported by columns. The building has many windows and dormers. In the foreground, there is a paved walkway leading to the entrance, flanked by green lawns and some outdoor furniture like benches and planters.

# Pingree

SCHOOL

**THANK YOU FOR YOUR TIME!**