Pingree State of the School 2019
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

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

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.
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.

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.

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 our athletic programs

**Declining Demographics**
Fewer eighth graders across our region
ENROLLMENT
2008–2019

Number of Students

Academic Year

(360)
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 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

Net Tuition Revenue 88.7%

Other Income 4.8%

Endowment Contribution 1.6%

Annual Giving 4.9%

EXPENSES

Salaries & Benefits 62.9%

Academics & Athletics 11.4%

Administration 9.4%

Building & Grounds 11.2%

Debt 5.1%
PARADOXES OF LEADERSHIP IN EDUCATION

Meaningful tensions that inform decision-making

- Exploration vs. Specialization
- Reflective Experiences vs. Overscheduling
- Individualization vs. Standardization
- Being Present vs. Staying Connected
- College Prep vs. Life Prep
- Failure is Vital vs. Perfection is Required
- Access is Essential vs. Realities of Budget
- 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
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

Original Daily Schedule
WHERE WE ARE

Navigate
Communicate
Relate
Originate
Participate

Pillars
Trimesters, Course Offerings, and Curriculum Development
Daily Schedule
Integrated Student Resources and Community Education
LAB: Local, Domestic, International
Faculty Development and Fellows Program

“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
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

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

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
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

“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
THANK YOU FOR YOUR TIME!