



# Pingree School State of the School

2019-2020











**P**  
FOOTBALL  
NORTHERN  
INDEPENDENT LEAGUE  
CHAMPIONS  
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**P**  
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**P**  
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**P**  
BOYS SOCCER  
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INDEPENDENT LEAGUE  
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**P**  
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**P**  
BOYS ICE HOCKEY  
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CONFERENCE  
CHAMPIONS  
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**P**  
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INDEPENDENT LEAGUE  
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**P**  
BASEBALL  
EASTERN  
INDEPENDENT LEAGUE  
CHAMPIONS  
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**P**  
BOYS LACROSSE  
EASTERN  
INDEPENDENT LEAGUE  
CHAMPIONS  
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**P**  
BOYS LACROSSE  
EASTERN  
INDEPENDENT LEAGUE  
CHAMPIONS  
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2018 2019

**P**  
BOYS TENNIS  
EASTERN  
INDEPENDENT LEAGUE  
CHAMPIONS  
1977 1980 1984  
2005 2006 2007  
2008

**P**  
BOYS TRACK & FIELD  
EASTERN  
INDEPENDENT LEAGUE  
CHAMPIONS  
2017



## PINGREE 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.

# ADMISSION TRENDS AND THEMES

## HIGHLIGHTS



### Exciting Momentum

We are experiencing strong growth and interest, which is forcing us to recalibrate annual offers. This year, applications to date are up 5%.



### Communicating Story

Using current parents, PAN, and regional receptions we're clarifying and reinforcing our message. (Thank you!)



### Broadening Reach

With bus and train routes, our geographic reach has afforded us a deeper, stronger, and more diverse applicant pool.

## OPPORTUNITIES



### Uncertain Economy, Tuition Assistance

The need for tuition assistance far outweighs our ability to support all applicants. College tuition looms.



### Independent K-8 Market

Local independent schools are sending fewer families to independent high schools.

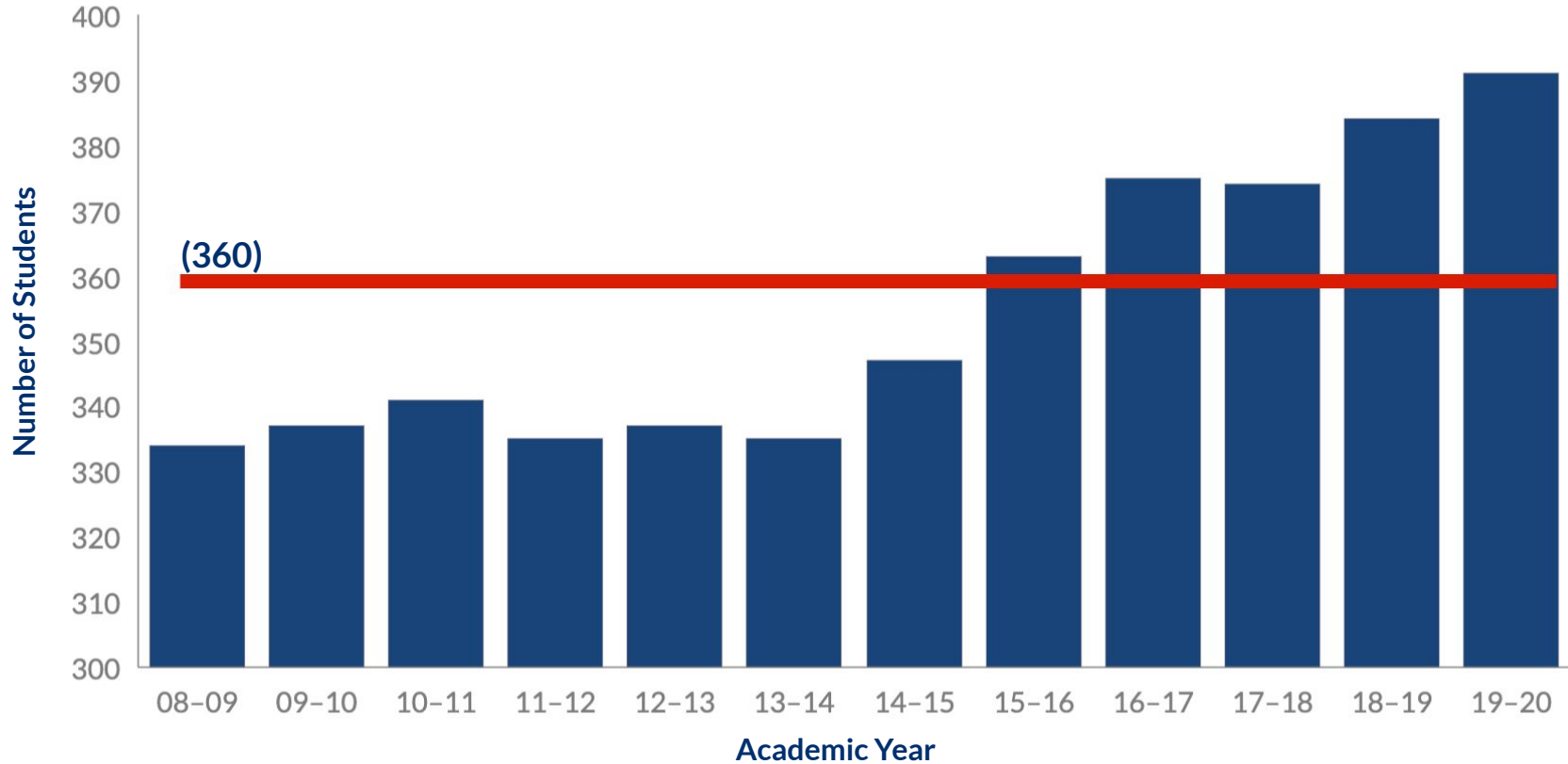


### Messaging Innovation

We always have opportunities to hone our communication through different channels. We have an innovative, evolving, and distinguishing program story to tell.

# ENROLLMENT

2008-2020







Pingree School  
**Operational and Financial Health**



# THE STATE OF INDEPENDENT SCHOOLS

25 Years From Today



**Those insulated by  
some combination of  
market, legacy, and  
financial wealth**



**Those that are highly  
differentiated by  
program and brand**



**Those that are  
struggling or failing**

# 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.



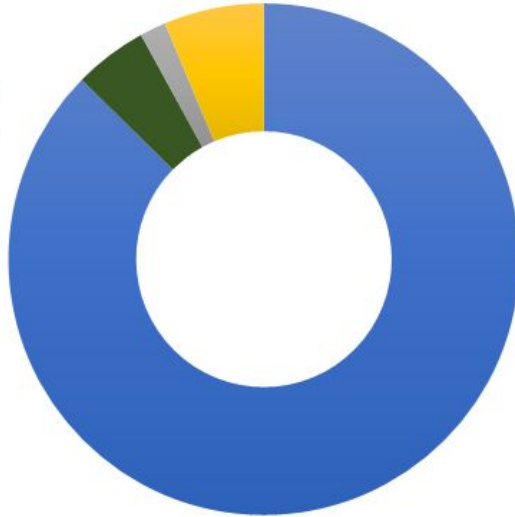
## Place

We will enhance learning, study, and social environments.

# FINANCIAL OVERVIEW

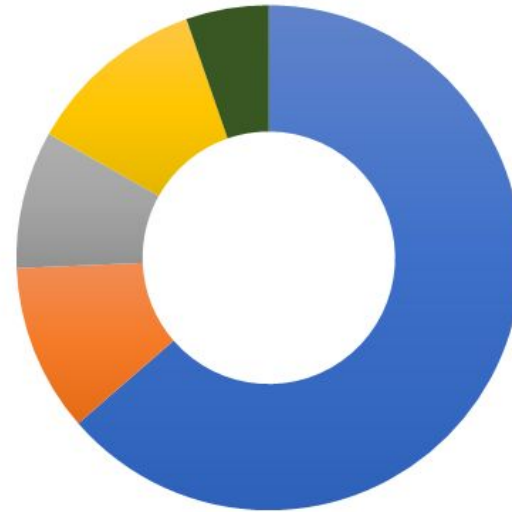
*Fiscal Year 2019*

## SOURCES OF INCOME



- 87.4% Tuition (\$13.5M) \*
- 4.6% Philanthropy (\$717k)
- 1.7% Endowment (\$255k)
- 6.3% Other (\$977k)

## DISTRIBUTION OF EXPENSES



- 63.6% Salaries and Benefits (\$9.6M)
- 10.7% Academics and Athletics (\$1.6M)
- 8.8% Administration (\$1.3M)
- 11.5% Buildings and Grounds (\$1.7M)
- 5.3% Debt (\$803k)



# 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 2019–2020, the Pingree Fund goal is \$1.1 million
- Long-term goal is to raise \$1.5 million 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

# ENDOWMENT TO DEBT COMPARISON

(\$000)



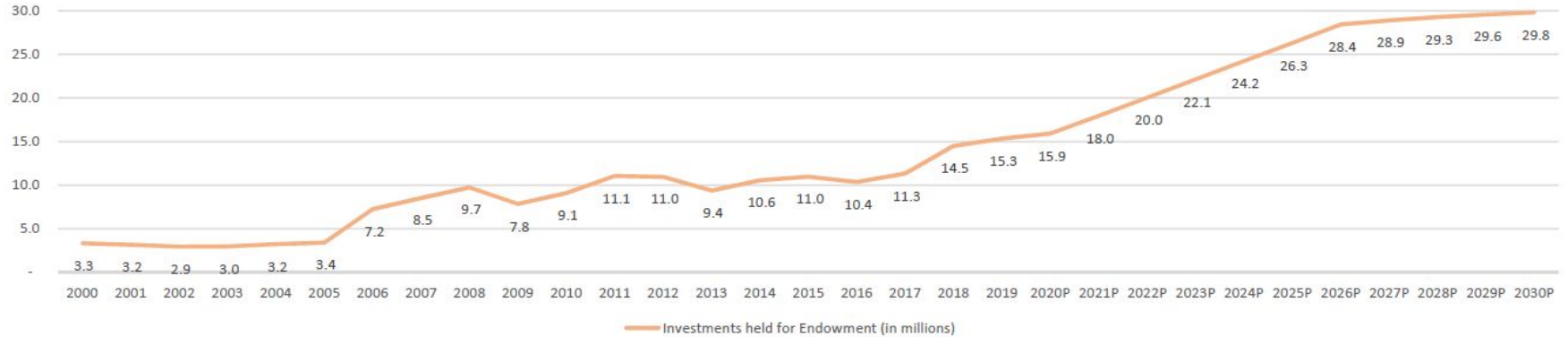


## **FOCUS ON ENDOWMENT GROWTH**

As Pingree School approaches its sixtieth year, now is the time to reflect and plan for our future. The strongest schools provide an exemplary program today while also preparing to meet the school's needs many years down the road. Some educational leaders believe that endowment per student is the most reliable predictor of a school's future success. Now is the time for Pingree.

# ENDOWMENT GROWTH & PROJECTION

**Pingree Endowment** (in millions)



**Pingree Endowment Spend Projection**





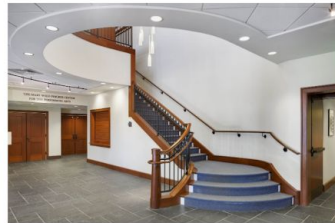
# HISTORICAL SNAPSHOT OF CAMPUS MASTER PLAN

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



# PHILANTHROPIC INITIATIVES AHEAD



## People

### ENDOWMENT

Financial Assistance and Access

Faculty Support: Endowed Chairs and Professional Development  
Fellowship Program

### PINGREE FUND

Unrestricted

Head's Fund for Innovation  
Prep@Pingree and Access



## Pace

## Place

### PHYSICAL PLANT

Classroom and Science Spaces

Meeting & Performance Space (~150 people)

Support, Study, and Social Spaces

Wellness Center, Rink, and Track



- KEY:
- SYNTHETIC TURF SPORT FIELD (1)
  - 6 LANE RUNNING TRACK WITH 8 LANE STRAIGHT (2)
  - STORAGE BUILDING (3)
  - SHOT PUT THROWING AREA (4)
  - DISCUS THROWING AREA (5)
  - SOFTBALL FIELD (6)
  - BALL CONTROL NETTING (7)
  - PARKING: 51 STANDARD SPACES  
8 ADA SPACES  
67 TOTAL SPACES (8)
  - EMERGENCY ACCESS (9)
  - SOFTBALL FIELD ADA ACCESS (10)
  - TENNIS COURT AREA ACCESS (11)
  - SPORT LIGHT POLE (12)
  - BLEACHER SEATING (13)







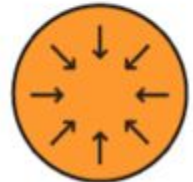




MOUNTAINTOP



CAVE



CAMPFIRE



WATERING HOLE



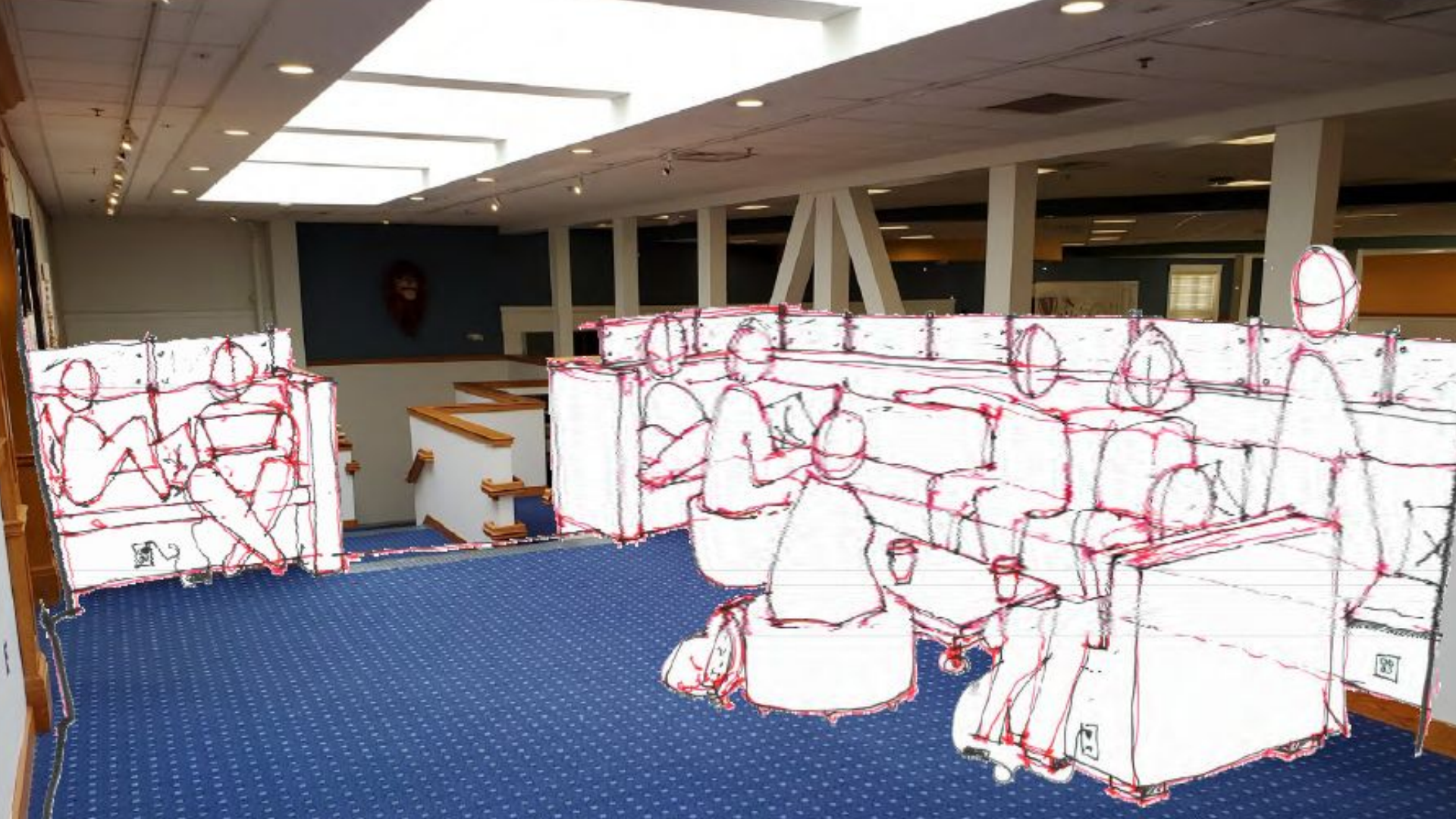
HANDS ON



MOVEMENT

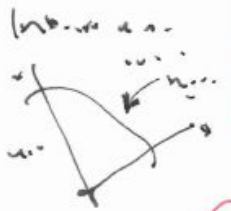
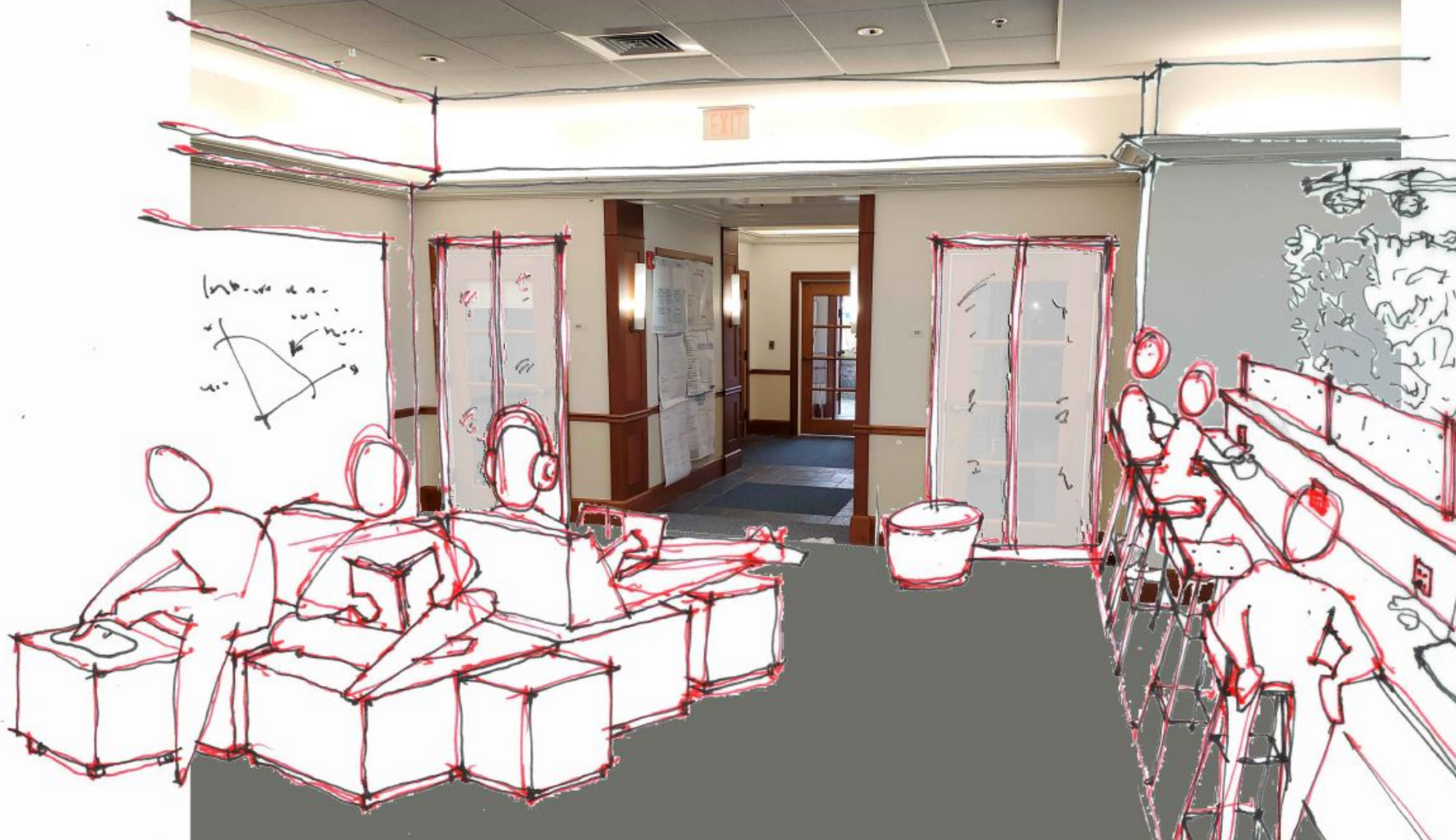










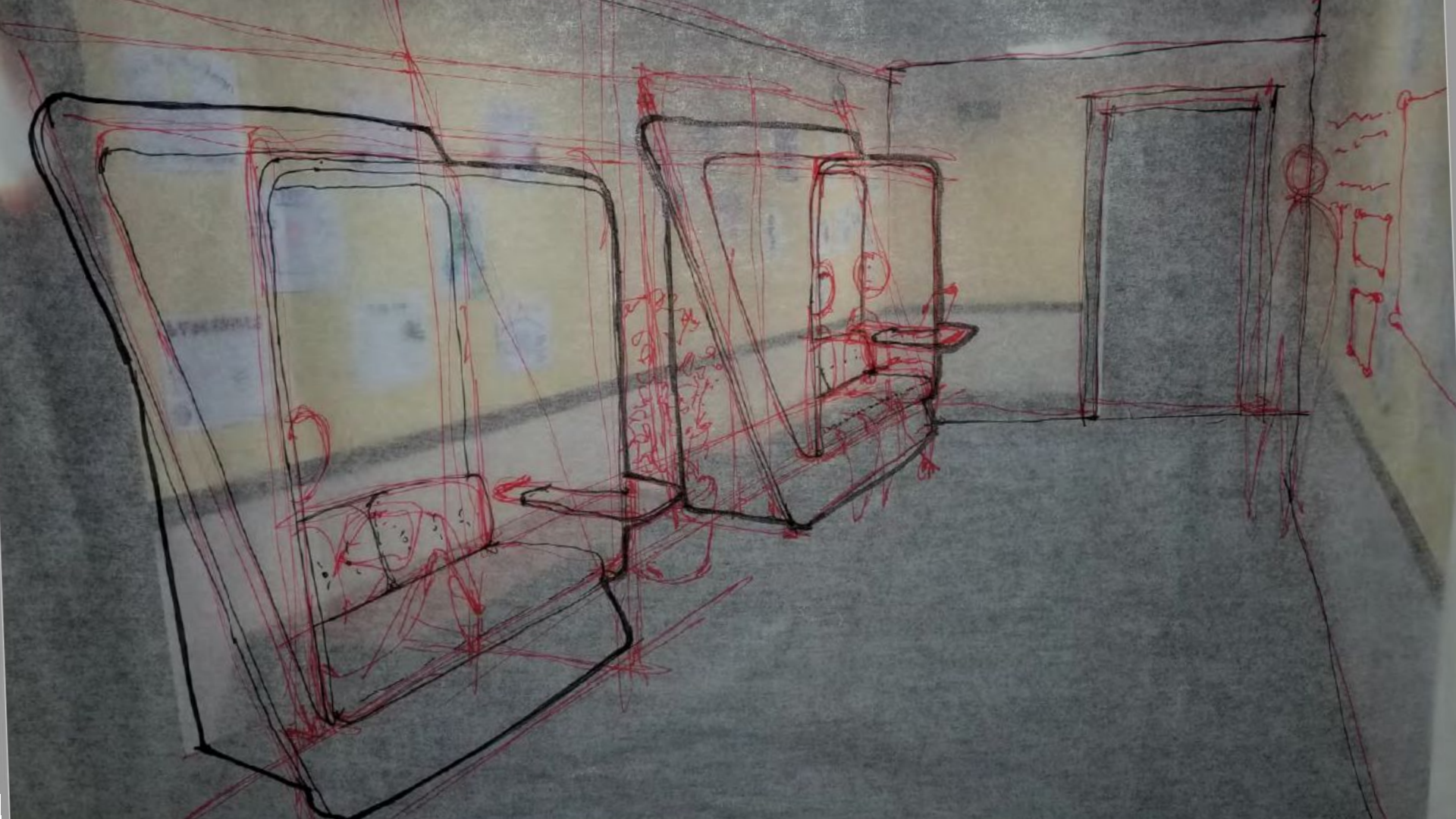


EXIT

Handwritten notes on a bulletin board in the hallway.











					
<b>HOUSE CARNELIAN</b>	<b>HOUSE CARNELIAN</b>	<b>HOUSE TITANITE</b>	<b>HOUSE EMERALD</b>	<b>HOUSE SAPPHIRE</b>	<b>HOUSE AMETHYST</b>
<b>6TH</b>	<b>5TH</b>	<b>1ST</b>	<b>2ND</b>	<b>4TH</b>	
<b>Marketing</b>	<b>Healthy Lifestyles</b>	<b>Event Planning</b>	<b>Getting Greener</b>	<b>Keep It Neat</b>	<b>Random Acts of Kindness</b>
<small>Be an all-around winner by leading the community in all departments.</small>	<small>Be healthy and active. Eat right, exercise, and live a healthy lifestyle.</small>	<small>Be the best! Plan and execute the best events for the school.</small>	<small>Be green! Recycle, conserve water, and use energy wisely.</small>	<small>Be clean! Keep your room, school, and community neat and tidy.</small>	<small>Be kind! Spread love and kindness to everyone you meet.</small>





HOUSE SAPPHIRE

HOUSE METHYST

4TH

3RD

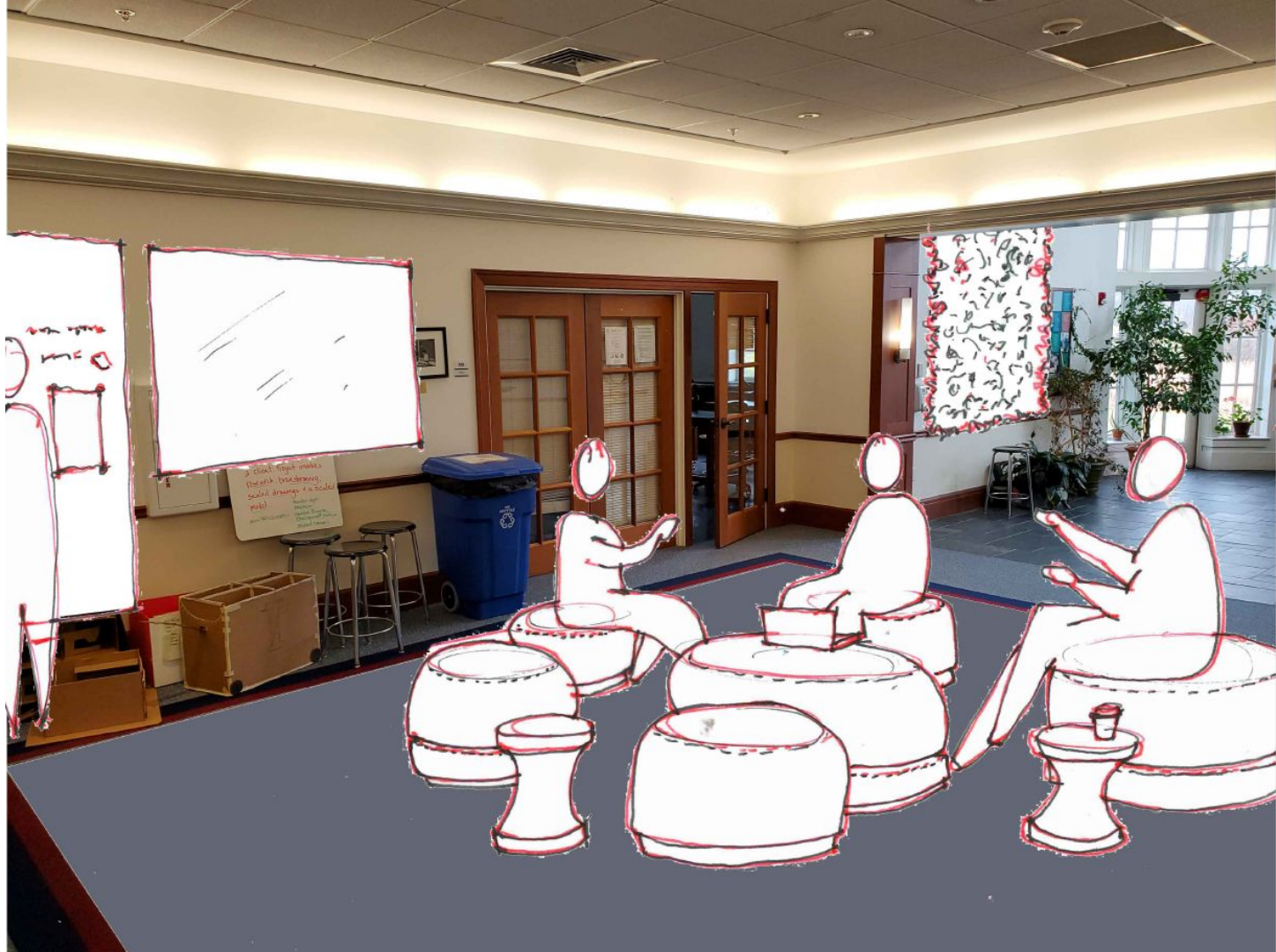
Keep It Neat

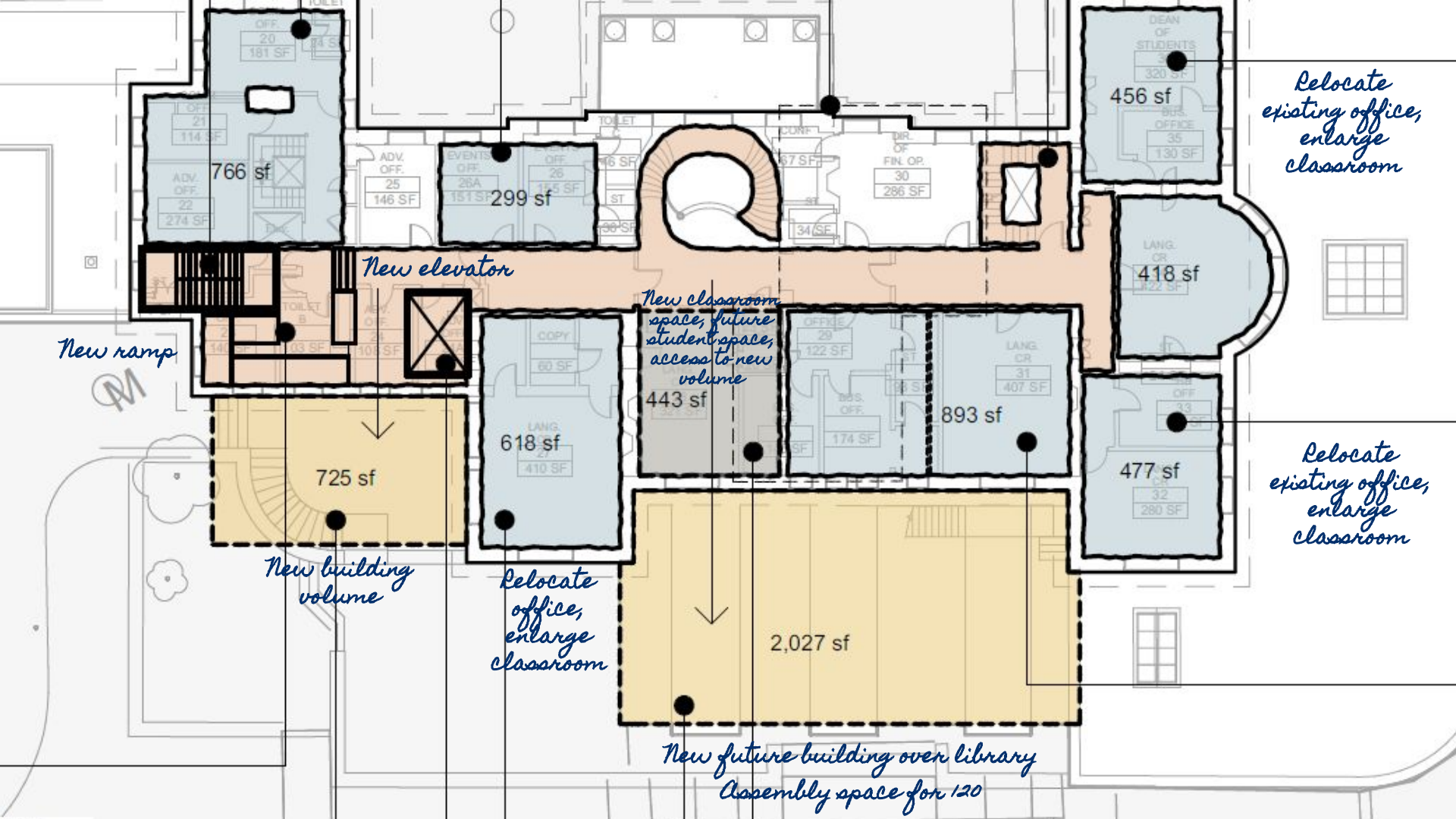
Random Act of Kindness



WOLVES







# THE STATE OF INDEPENDENT SCHOOLS

25 Years From Today



**Those insulated by  
some combination of  
market, legacy, and  
financial wealth**



**Those that are highly  
differentiated by  
program and brand**



**Those that are  
struggling or failing**



# THE CASE FOR PROGRAM INNOVATION



**The Pedagogical Case**



**The Human Case**



**The World Case**

*Pingree builds its program based on the interests of its students, the expertise and talents of its faculty, and the demands of our world.*





# THE PEDAGOGICAL CASE

- + More Active/Experiential Learning
- + Relevant and Authentic
- + Interdisciplinary and Integrated
- + Project-based
- + Collaborative
- + Prioritize Skills

## Improve Learning Experience and Redefine Rigor

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“Study shows students in ‘active learning’ classrooms learn more than they think.”  
*Harvard Gazette, September 2019*

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## Improved Learning Through Improved Assessment

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“Our methods of assessing student performance are broken. **We must develop and use tools that assess what we actually value in student performance, which is not their ability to perform well on tests.**”  
*Grant Lichtman, Winter 2019*

“When students have the opportunity to attend classes that are engaging, creative, and relatable to their lives, they are more likely to succeed academically.”

*Education Trust, November 2018*

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“Most important of all, high school students need to be granted much **more agency, responsibility, and choice**. While there are some things that everyone should know, much of what will help students in college and beyond are skills: the ability to speak and write persuasively, to reason and engage with one another’s reasoning and to think about core content in complicated ways. Happily, there are multiple paths to achieving these ends.”

*New York Times, March 2019*

# ENHANCE RELEVANCE & INCREASE CHOICE

*Teachers bring relevancy to assignments when they:*

- + Teach rigorous content using themes across disciplines, cultures, and generations;
- + Consider essential questions and explore universal understandings
- + Use real-world materials and events to explore salient topics
- + Connect with the values, interests, and goals of their students

*The Education Trust, November 2018*

# LOOKING AHEAD AT OUR CURRICULAR PROGRAM

- + Performance-based and Alternative Assessments
- + Expand L.A.B. Programs
- + Integrated Studies
- + Certificate Programs
- + Unique and Varied Advanced Courses Across the Curriculum



Pingree's diversity audit revealed many opportunities for our curriculum to be more intentional in the areas of diversity, equity and inclusion.



## THE HUMAN CASE

“We must remember that intelligence is not enough.  
Intelligence plus character: that is the goal  
of true education.”

**Dr. Martin Luther King, Jr.**

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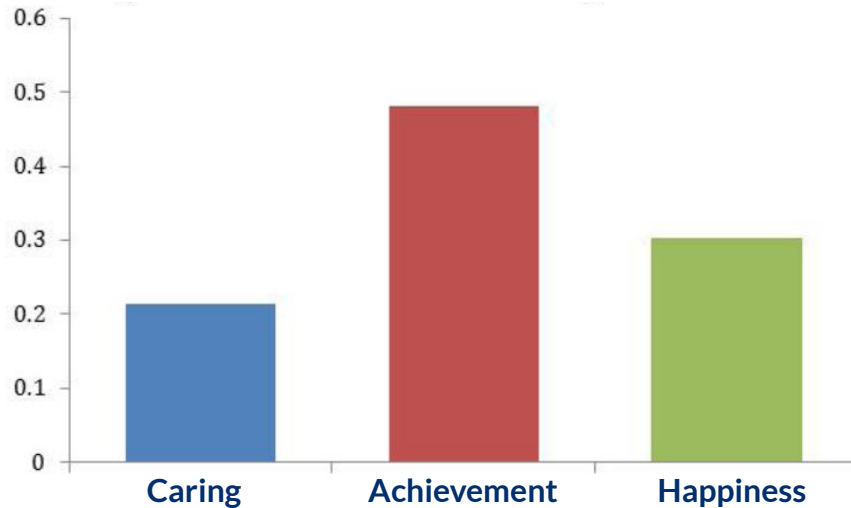
“Life’s most persistent and urgent question is,  
‘What are you doing for others?’”

**Dr. Martin Luther King, Jr.**

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Most parents and teachers say that **developing caring children is a top priority** and rank it as more important than children’s achievements.  
**Bowman et al., 2012; Suizzo, 2007**  
as reported in Making Caring Common Report)

### Proportion of Students Ranking Value First



**Eighty percent of the youth in our survey** (across a wide spectrum of race, culture, and class) **report that their parents are more concerned about achievement...than caring** for others. A similar percentage of youth perceive teachers as prioritizing students' achievements over their caring.

**Making Caring Common Report**

**“Students in High-Achieving Schools Are Now Named an ‘At-Risk’ Group, Study Says”**

*Washington Post*  
September 26, 2019

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**“Many children in affluent and middle-class communities feel fierce, debilitating pressure to achieve at high levels, resulting in a range of emotional, ethical, and behavioral troubles.”**

*The Children We Mean To Raise*  
**Making Caring Common Project**  
**Harvard Graduate School of Education**

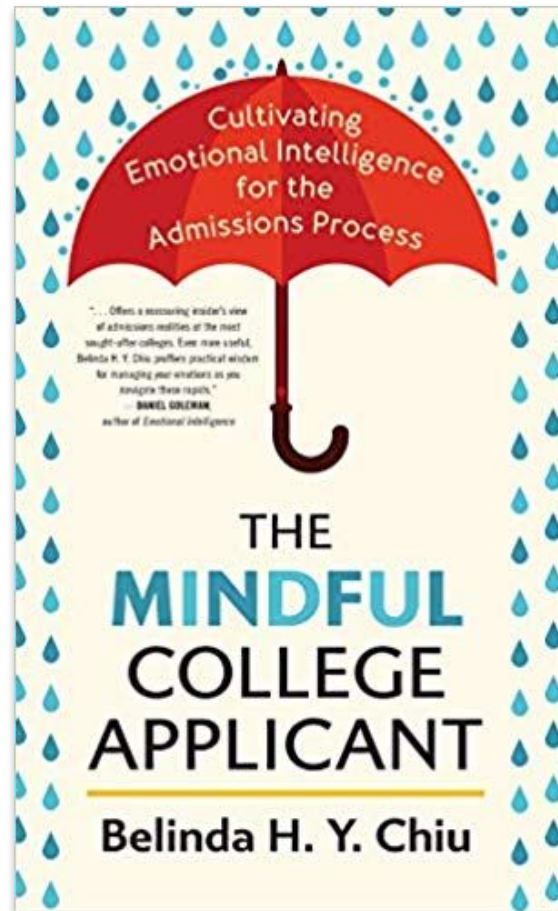


# COLLEGE AND BEYOND

“Becoming a more mindful applicant means strengthening the skills of emotional intelligence (self-awareness, self-management, situational and relational awareness) to not only mitigate some of this stress—but also to flourish as a member of society.

Research suggests that strengthening [emotional intelligence] may enable a college applicant to be...more deliberate in their focus and purpose, more compassionate and connected with others, and more cognizant of a world beyond themselves.”

**Belinda H. Y. Chiu**



# PREPARATION FOR HAPPY, HEALTHY, CARING LIVES

- + Lifelong Learning
- + Intrinsic Motivation
- + Social-emotional Learning
- + Purpose-based Learning
- + Health and Wellness



*We need flexibility in our program to prioritize these essential areas of focus.*



# THE WORLD'S CASE

- + Climate Change
- + Inequality
- + Impact of Technology
- + Politics and Civic Engagement
- + Ambiguity Around Truth

*These problems need education directly focused on addressing them.*



(Image: AXIOS, Sept 2019)



# WE HAVE MADE BOLD, PROGRESSIVE CHANGE IN THE FOLLOWING AREAS:



**Daily Schedule**



**Standards-based Grading**



**Transition to Trimesters**



**Raising Art Credit Requirement**



**Local L.A.B.**



**Interdisciplinary Courses**



**H Blocks: Pass/Fail**



**Learning Gardens**

Over the next 3-4 years and beyond ...

*Integrated Studies Certificate Program*

*Sustainability*


*Service Learning*

*Independent Science Research*

*Expand Community Ed*

*Expand S.A.B./ Miniterm*

CARING + AWARE  
 PREPARED + WISE  
 SKILLED + HEALTHY  
 RESILIENT + MORAL



**Interdisciplinary**      **Student Choice & Agency**

**Application & Relevance**      **Experiential**

**Social-Emotional Learning & Wellness**

**Research**      **Civic Engagement & Citizenship**

*Move Beyond AP's*

*Project Based Learning*

*Advanced Courses Across Our Curriculum*

*Courses Beyond Traditional Departments*

*Advanced Interdisciplinary Seminars*



**Relate**



**Communicate**



**Navigate**



**Participate**



**Originate**



# HOW WE ASSESS AND ASSESS WHAT WE VALUE

- + **Combination of Formative and Summative Feedback**
- + **Performance-based Assessment**
- + **Demonstrate AND Originate**
- + **Standards-based Feedback** (Expand to H-Blocks)
- + **Final Exams and Protected Assessment Blocks**
- + **Mastery Transcript**
- + **Weighting**



American Cultural Studies

## 'Just War'

In consideration of your own thinking about just war theory, what you have learned about warfare in the past (specifically bombing civilian populations), and the ideas from your research that resonate with you, craft a proposal for the U.S. Department of Defense about the guidelines you recommend for the use of drones in warfare.

"Just War" Writing Prompt



Learning Garden and Environmental Science



When thinking about your learning experiences, what experiences were most transformative for you?

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As we look towards the future of education, what experiences do you hope your child will have in their learning at Pingree and beyond?



**THANK YOU FOR YOUR TIME!**

**QUESTIONS?**