

CARDIGAN MOUNTAIN SCHOOL STRATEGIC PLAN FOR 2032

Phase I (2022-2025)
Action Areas



CARDIGAN'S MISSION

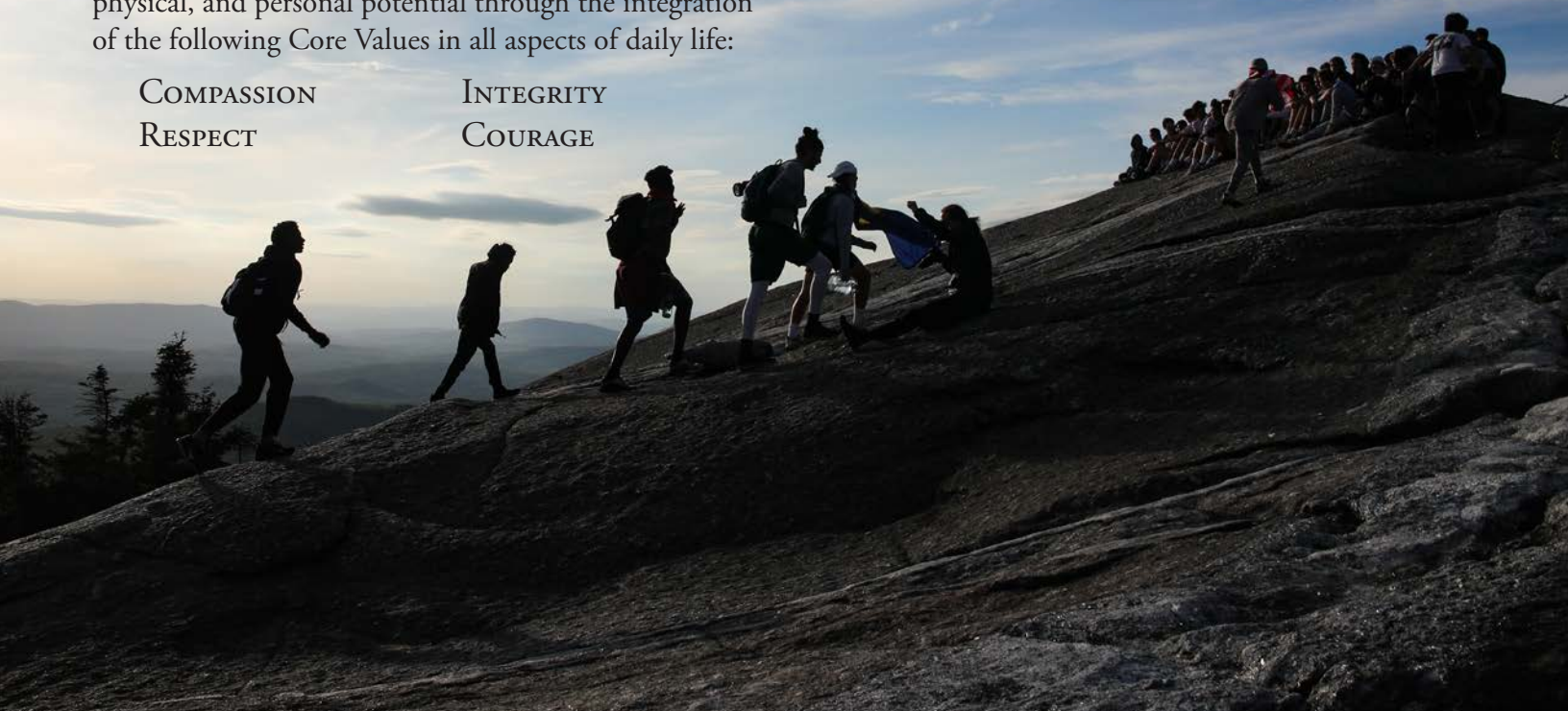
Cardigan Mountain School offers a close-knit community that prepares middle school boys—in mind, body, and spirit—for responsible and meaningful lives in a global society.

CARDIGAN'S CORE VALUES

To achieve our mission, we reward effort and accomplishment, helping each boy realize his academic, physical, and personal potential through the integration of the following Core Values in all aspects of daily life:

COMPASSION
RESPECT

INTEGRITY
COURAGE



A COMMUNITY WIDE APPROACH TO SUCCESS

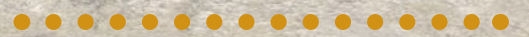
The past ten years have been characterized by remarkable changes and challenges in our community, nation, and world. In the face of this reality, Cardigan remains committed to its mission and core values, even as we seek to embrace the changes in the world around us and the students we serve. Our world requires leaders who understand and respect differences, who know and love themselves, and who are equipped to find creative solutions to challenging problems.

Cardigan's last strategic plan focused largely on facilities and infrastructure, creating a strong and flexible platform for our upcoming work around people and programs. The priorities identified in this plan are important and interconnected, requiring a community-wide and multi-layered approach to achieve success. Our work will be conducted in three stages, with much of the first phase (outlined in this document alongside our identified priorities) dedicated to listening, learning, and planning for success both in the moment and looking forward.

Finally, and perhaps most importantly, we are cognizant of our need to expand our fundraising and endowment in order to meet our goals, all while continuing to be a school that is relevant and accessible to the “global society” central to our mission.



ACTION AREA:



Diversity, Equity,
and Inclusion

ACTION AREA: DIVERSITY, EQUITY, AND INCLUSION

2032 OUTCOME: BUILD AND SUPPORT A DIVERSE AND WELCOMING COMMUNITY

BUILD AND SUPPORT A SAFE, SUPPORTIVE, AND DIVERSE COMMUNITY THAT REFLECTS THE WIDER WORLD IN WHICH OUR BOYS WILL LIVE AND LEAD.

Identified Priorities

- COMMUNITY AND CULTURE
- STUDENT ENROLLMENT
- ADULT RECRUITMENT

1. Community and Culture

In all areas of school life seek to understand our strengths and weaknesses around issues of diversity, equity, and inclusion. Using this as a platform, construct and implement intentional programming and curricula that provides for self and community reflection, an introduction to and celebration of others and otherness, and transforming awareness into hope, empowerment, and action.

Phase 1 Priorities:

- Conduct a school climate survey using outside and experienced resources to help us assess our current reality, and construct a clear and measurable plan for moving forward.
- Create a mission-informed, public statement about why diversity, equity, and inclusion is critical to Cardigan and its ability to deliver on its mission, and what we hope to achieve. Use this guiding statement as a starting point for defining our plans for DEI, and for evaluating our progress toward our goals over time.
- Seek and engage an outside resource to help us review if and how our policies and expectations conflict with our goals for DEI, and identify potential curricula and programming that can help us intentionally, systematically, and universally build and maintain an inclusive and supportive community.
- Create a leadership team to construct, implement, and manage our DEI plan.

2. Student Enrollment

Determine optimal enrollment and goals for the composition of the student body based on a thoughtful analysis of culture, program, facilities, market realities, and financial sustainability.

Phase 1 Priorities:

- Establish an “ideal enrollment” plan, including specific goals (number ranges and timeline) for boarding/day, grade, domestic/international, nationality, socio-economic background, and for building a domestic student population that reflects the racial/ethnic make-up of the United States.
- Compare and evaluate the current situation against our plan in order to identify areas of concern and future focus, including reference to culture, facility, program, market conditions, and financial sustainability.
- Use findings to define and inform future strategic plan and campaign initiatives.
- Utilize available and emerging resources to begin implementation.

3. Adult Recruitment

Seek out new opportunities for attracting diverse faculty, staff, and board members, and review, construct, and implement policies that support their success at Cardigan.

Phase 1 Priorities:

- Identify, quantify, and implement creative strategies and specific goals for recruiting and ultimately retaining faculty, staff, and board members from underrepresented groups.





ACTION AREA:
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Health, Wellness,
and Support

ACTION AREA: HEALTH, WELLNESS, AND SUPPORT

2032 OUTCOME: ENHANCE SUPPORT FOR COMMUNITY HEALTH AND WELLNESS

IDENTIFY AND IMPLEMENT INITIATIVES AND PROGRAMS TO SUPPORT INDIVIDUAL AND COMMUNITY HEALTH AND WELL-BEING.

Identified Priorities

- EMPLOYEE COMPENSATION
- WORK/LIFE BALANCE
- HEALTH AND WELLNESS
- HOUSING EQUITY

4. Employee Compensation

Review and enhance faculty and staff compensation to recruit and retain excellent faculty and staff.

Phase 1 Priorities:

- Seek relevant and meaningful benchmarking data to understand how Cardigan's current compensation package compares to other schools, set targets for expansion, and establish a plan to achieve those goals.
- Expand faculty benefits to include support for childcare.

5. Adult Wellness

Intentionally and systemically address work/life balance by evaluating current needs, establishing a clear and transparent definition of a full-time position, and providing necessary support and training.

Phase 1 Priorities:

- Review and quantify current needs in academics, athletic, and student life both absolutely and relatively to establish more equitable and supportive job expectations for faculty, both individually and collectively, while still meeting the needs of the School.
- Create a plan that establishes clear goals and budget needs for providing expanded professional development opportunities, particularly around techniques, strategies, and the science of student learning.

6. Student Health and Wellness

Expand resources and support for the physical and mental health of students.

Phase 1 Priorities:

- Understand and quantify evolving staffing and space needs for Health Services, and implement a plan to meet our community's present and future needs.

7. Housing Equity

Develop and implement a Housing Master Plan in order to upgrade and adjust faculty and student housing to meet future goals.

Phase 1 Priorities

- Establish clear goals for student residential spaces and faculty housing needs.
- Create a Housing Master Plan that reflects these strategic goals and the relative condition of our current faculty and student housing inventory.
- Implement improvements to faculty apartments and student residential spaces as dictated by the Housing Master Plan.



ACTION AREA:

Program and Curriculum

WALLACH 
Innovative Design – Applied Engineering – Creative Arts



ACTION AREA: PROGRAM AND CURRICULUM

2032 OUTCOME: ENHANCE AND EXPAND CRITICAL PROGRAMMING

REVIEW AND ENHANCE SIGNATURE PROGRAMMING, EXPAND STUDENT HEALTH CURRICULUM, AND DEVELOP METHODS FOR TRACKING AND ENCOURAGING HOLISTIC STUDENT DEVELOPMENT.

8. Enhance Programming Unique to Cardigan

Enhance and expand Gates, PEAKS, and CORE programs.

Phase 1 Priorities:

- Hire additional Gates faculty member and strategically expand the program to eighth and ninth grade.
- Reimagine PEAKS as a program/philosophy rather than a department, establishing different approaches by grade and integrating PEAKS strategies throughout the curriculum. Hire and develop new expertise in student learning, both to support the program itself and inform approaches across the curriculum.
- Incorporate CORE into our curriculum and weekend activities. Hire an outdoor education faculty member to oversee program.

9. Student Health Curriculum

Enhance current programming to support student health and wellness instruction and support that is both consistent and age-appropriate.

Phase 1 Priorities:

- Define overall and incremental learning goals by grade, and identify and establish appropriate resources to implement curriculum.

10. Whole Child Development

Assess each student's growth in multiple areas of school life in order to formulate a more complete measurement of his development.

Phase 1 Priorities:

- Assemble a faculty/board taskforce to understand what "whole child" assessments are available in the industry and could be utilized to support our needs at Cardigan.
- Create and pilot a system and process for holistically evaluating student growth, and collect feedback for next steps.

Identified Priorities

- ENHANCE PROGRAMMING (GATES, PEAKS, AND CORE)
- STUDENT HEALTH CURRICULUM
- WHOLE CHILD DEVELOPMENT
- ATHLETIC MASTER PLAN

11. Athletic Master Plan

Implement the Athletic Master Plan to support current and future athletic and student life program needs.

Phase 1 Priorities:

- Using the Athletic Master Plan as a guide, implement goals for ski/mountain biking facility, artificial turf field, tennis courts, and four-season fieldhouse/wellness center.





ACTION AREA:

Finance

ACTION AREA: FINANCE

2032 OUTCOME: GREATER FINANCIAL STRENGTH

REALIZE OUR GOALS FOR PEOPLE AND PROGRAM BY DRAMATICALLY INCREASING ENDOWMENT AND REDUCING OUR RELIANCE ON TUITION REVENUE.

Identified Priorities

- ENDOWMENT
- PROGRAM SUPPORT

12. Endowment

Raise funds over three phases to expand endowment and endowed scholarship resources.

Phase 1 Priorities:

- Define goals for operating support and financial aid (based on our goals for 'ideal enrollment').
- Educate the larger community about our financial needs and goals in order to set, pursue, and expand financial aid scholarship resources.
- Initiate a targeted fundraising strategy to expand endowment and endowed scholarship resources that incorporates core messages and strategic goals.

13. Program Support

Raise capital funds over three phases in support of facility and program needs as outlined in our strategic plan.

Phase 1 Priorities:

- Quantify the costs of strategic projects and initiatives and raise funds in support of the Athletic Master Plan components and increased program needs.

Thank you to the members of our community
who contributed to defining our next strategic steps.

For questions, feedback, or a desire to help, please contact
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