

Five-Year Strategic Plan

Future Focus





This strategic plan affirms what we value in a Breck education and propels our people, programs, and community to meet the complexity of our time.

Over the last five years we have leaned on our school's enduring mission and values to successfully navigate some of education's most challenging circumstances. From a global pandemic to a national racial reckoning that was sparked in our Twin Cities community, we acknowledged, learned, and evolved as a school. We are now positioned to leverage our strengths to amplify the course for an incomparable Breck experience for current and future generations of Breck students.



The work of the Future Focus plan is to set our strategic priorities so that Breck continuously strengthens our transformative student experience and is increasingly recognized as a national leader in independent school education.

This plan reflects extensive input gathered from students, parents, alumni, faculty and staff, board, and other stakeholders through more than a year of conversation that began with a review of our mission and values. Here, we present our five year vision — one that prioritizes our challenging and innovative academic program, student well-being and connection, faculty excellence, and courageously commits to investing in the sustainability of our school’s mission.

OUR MISSION

We create confident learners who lead lives of intellectual curiosity, self-knowledge, and social responsibility.

CORE VALUES

Compassion
Honor the dignity of all human beings.

Excellence
Strive with integrity for the highest standards.

Inclusivity
Foster a just and welcoming community.

Respect
Value each other’s unique talents, spirit, and potential.

Through internal assessment and community input, we identified the following strengths upon which we can build:

- An outstanding academic program that is realized by knowing and challenging every learner
- A strong, caring, and diverse community unified by shared values
- A breadth of carefully curated experiences whereby the whole student grows and develops
- A vast array of opportunities in the arts, athletics, and extracurricular activities where students can explore and excel
- An expansive campus with a cohesive culture of P-12 students under one roof

We also identified the following national trends and Breck-specific challenges to be addressed:

- As a premier independent school, we have the responsibility to continuously evolve our challenging and innovative academic program.
- We must respond to our nationwide student mental health crisis through an increased focus on well-being.
- Across the country education is experiencing high rates of attrition and low rates of new educators thus requiring creativity and significant investment in the recruitment, growth, and retention of our faculty.
- Independent schools must cultivate a culture of philanthropy that propels forward excellent programming and ensures long-term sustainability.
- We must invest in our campus facility to ensure that it promotes and inspires excellence in teaching and learning, athletics, and community building.

At the heart of this plan
is a single question.

How do we
bring Breck's
enduring mission
and core values
into an
increasingly
complex world?

We know that our past and traditions are a source of strength,
but they will not, in and of themselves, satisfy future challenges.

Strategic Priorities,
Objectives, Key Actions

01.

Deepen
Academic Excellence

02.

Promote
Student Well-being

03.

Nurture
Inspiring Faculty

04.

Bolster
Philanthropy & Financial
Sustainability

05.

Transform
our Vibrant Campus

01. Deepen Academic Excellence

The art of teaching is fundamentally different at Breck. Driven by the Peter Clark Center (PCC) for Mind, Brain, and Education, we bridge research and practice in the fields of psychology, cognitive science, and pedagogy to inspire outstanding teaching and produce powerful learners.

Our challenging and innovative academic program thrives at the leading edge of teaching and learning.



OBJECTIVE
Continuously evolve our world-class P-12 academic program

- KEY ACTIONS**
- Elevate consistency of our teaching and learning strategies to align with PCC promising principles
 - Align our challenging and innovative P-12 academic program by division and department
 - Articulate and implement our philosophy around the most effective assessment practices

OBJECTIVE
Improve opportunities for students to engage in community and global partnerships and connect with our talented and inspiring alumni

- KEY ACTIONS**
- Grow our advanced level research opportunities to include every academic department and each division
 - Implement research standards and benchmarks across all divisions
 - Enhance interdisciplinary and integrated learning opportunities P-12

OBJECTIVE
Modernize our campus to meet the demands of our exceptional learning experiences

- KEY ACTIONS**
- Improve existing learning spaces to offer innovative and flexible learning opportunities across our campus
 - Improve Lower and Middle School learning environments designed to enhance the academic and community experience, specifically meeting the needs of the developmental stages of Lower and Middle School students
 - Ensure student access to our nationally recognized research-based Peter Clark Center and Melrose Center

OBJECTIVE
Improve opportunities for students to engage in community and global partnerships and our talented and inspiring alumni

- KEY ACTIONS**
- Develop partnerships and student exchanges with international schools
 - Elaborate P-12 global competencies and student travel opportunities
 - Strengthen community engagement philosophy and programming P-12
 - Deepen the value of a Breck education through increased engagement, student-alumni partnerships, and returned presence in the school

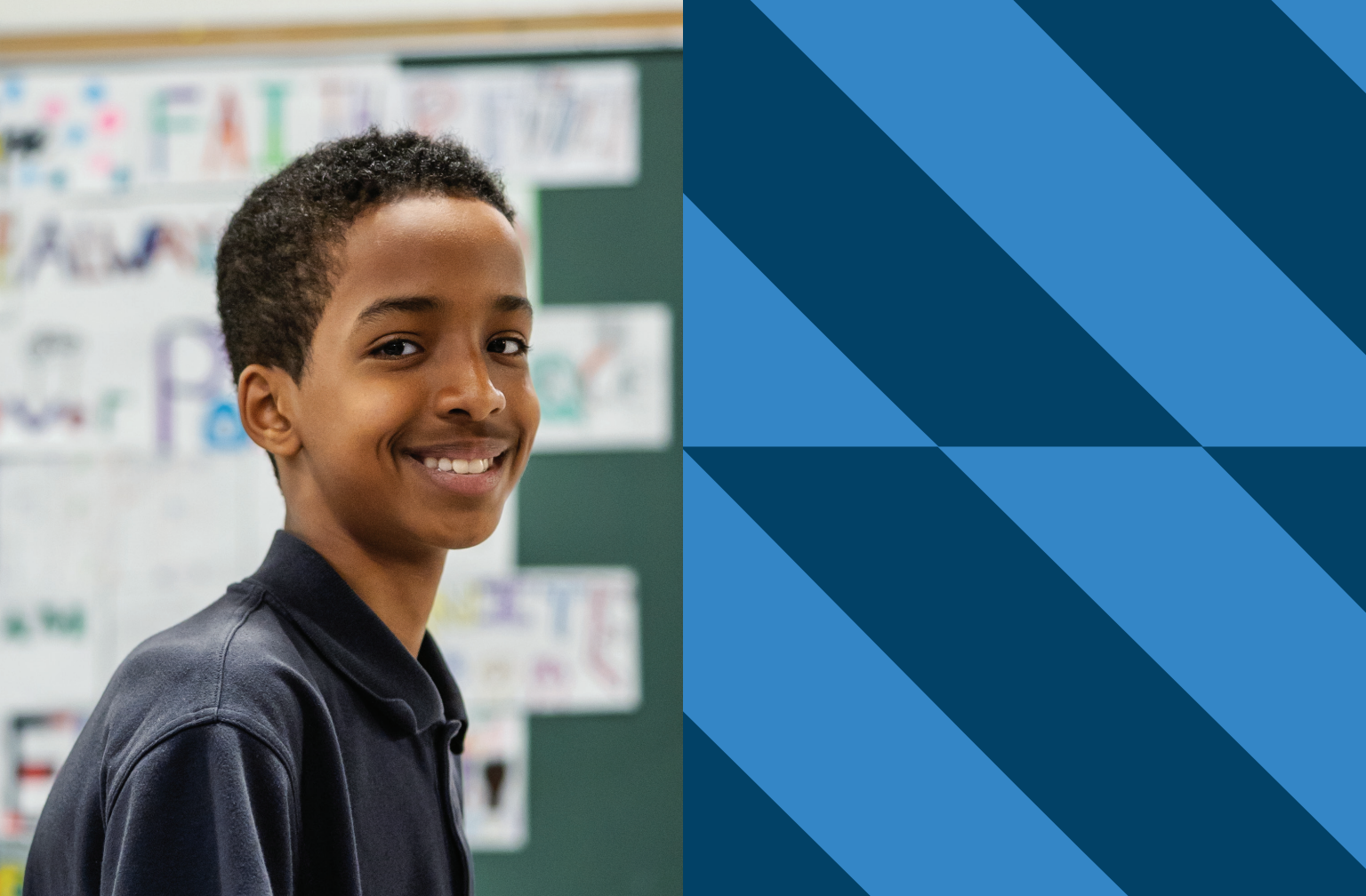
OBJECTIVE
Create new, and enhance current, authentic learning experiences

- KEY ACTIONS**
- Evolve our curriculum to integrate emerging technologies and opportunities
 - Develop outdoor and environmental education opportunities across disciplines and divisions
 - Expand entrepreneurship and internship opportunities across the curriculum

02. Promote Student Well-being

Students thrive in a diverse and inclusive learning environment where meaningful connections shape their worldview and prepare them for the complexities of the world they will grow to serve and lead.

Breck prioritizes student mental, physical, and spiritual health by developing confident learners, leaders, and human beings.



OBJECTIVE

Elevate the excellence of our arts programs as an avenue for self expression, identity formation, and lifelong well-being

KEY ACTIONS

- Ensure offerings provide students the opportunity to succeed at the highest levels and participate in a variety of artistic disciplines
- Update performing arts spaces for improved student learning opportunities and audience experience
- Ensure clear course progression and multiple opportunities in each artistic discipline

OBJECTIVE

Elevate athletic and physical education experiences P-12

KEY ACTIONS

- Ensure student athletes succeed at the highest levels and are able to participate in a variety of sports and levels
- Further collaboration and professional development for physical education teachers and coaches
- Improve facilities to enhance teamwork, provide equitable spaces across all teams, and promote health and fitness
- Promote skills necessary for living a healthy, balanced life

OBJECTIVE

Create connected experiences across Peter Clark Center, Chapel, and Melrose Center

KEY ACTIONS

- Evolve our DEI “Community Commitments” to meet the ever changing needs of our community
- Develop a P-12 Leadership Curriculum and articulate a clear set of student leadership roles and responsibilities across all divisions
- Establish research-based policies and practices related to the impact of technology on student wellbeing

03. Nurture Inspiring Faculty

Breck teachers are exceptional professionals who develop strong relationships with students, are teaching and content experts, have a growth mindset, and are committed to Breck's mission.

Being a Breck teacher is a top of class professional experience.

OBJECTIVE

Become the premier school workplace where staff and faculty thrive in a culture of excellence and belonging

KEY ACTIONS

- Maintain a competitive compensation and benefits package for faculty and staff as compared to national and international peers
- Promote pathways for teacher leadership and professional development and thereby increase retention
- Create a shared space for faculty collaboration, respite, and independent study
- Mature our DEI policies and practices to ensure a culture of belonging for our faculty and staff

OBJECTIVE

Enhance our national presence as a premier destination for exceptional candidates

KEY ACTIONS

- Expand recruitment of top faculty
- Highlight Peter Clark Center and Melrose Center at renowned conferences
- Offer professional development opportunities across the education industry hosted by PCC and Melrose Center
- Partner with a local university on establishing a program that trains the next generation of independent school teachers

OBJECTIVE

Ensure that faculty have the training and resources to remain on the forefront of research-based educational innovation

KEY ACTIONS

- Endow the Peter Clark and Melrose Centers
- Expand faculty teaching and leadership coaching programs
- Support faculty and staff with personalized and collaborative professional growth, mentorship, and development
- Create and align Instructional Leadership Fellowships for current faculty through the Melrose and PCC



04. Bolster Philanthropy & Financial Sustainability

We must galvanize our community's talent and resources with urgency and purpose to create a culture of philanthropy that invests in the improvement of our school's beloved campus, ensures financial sustainability, and increases access to a Breck education.

We are accountable to current and future generations of Breck students.



OBJECTIVE

Cultivate a culture of philanthropy in order to raise the required resources to fund the bold vision in this strategic plan

KEY ACTIONS

- Educate and inspire alumni, current, and incoming community members around the purpose of philanthropy
- Conduct resource assessment to identify needed funds for new initiatives and sustaining current programs
- Cultivate a restricted giving program that reflects the needs of the school and aligns with donor interests

OBJECTIVE

Reduce reliance on tuition and increase other opportunities for revenue

KEY ACTIONS

- Expand enrollment of Breck Summer Programs by creating academic programming for Middle and Upper School experiences
- Extend learning opportunities for private, public, and charter schools across the country via the Peter Clark Center and Melrose Center
- Identify and leverage new sources of alternative revenue

OBJECTIVE

Grow the school's endowment as a primary source of perpetual financial sustainability and financial assistance

KEY ACTIONS

- Create pathways for endowment gifts that match donor priorities to our school needs
- Assess Breck's endowment policies for maximum impact on budget
- Create endowment investment opportunities through honorary recognition and program designations

OBJECTIVE

Curate a Breck community that is sized to provide a highly relational community while also offering expansive programming for all students to engage in robust opportunities

KEY ACTIONS

- Grow Upper School to maintain consistent graduating class enrollment
- Maintain Breck's student : teacher ratio
- Improve the consistency of enrollment across grade levels

05. Transform our Vibrant Campus

We are building an even better Breck. The environment is a powerful learning tool. To achieve our strategic objectives, we envision campus improvements that will elevate the experience and impact of a Breck education.

OBJECTIVE

Begin a generational transformation of our campus and facilities

KEY ACTIONS

- Improve Lower and Middle School environments designed to enhance the academic and community experience
- Create a comprehensive health and well-being center that meets the broad needs of our students
- Improve athletic facilities to enhance teamwork, provide equitable spaces across teams, and promote health and fitness
- Update performing arts spaces for improved student learning opportunities and audience experience
- Create a shared space for faculty collaboration, respite, and independent study

OBJECTIVE

Develop a facilities sustainability plan and invest in reducing our environmental footprint

KEY ACTIONS

- Campus upgrades and new buildings will meet environmental sustainability standards while advancing our challenging and innovative academic program
- Invest in equipment that produces clean energy from alternative sources
- Update existing indoor and outdoor facilities to improve environmental footprint

OBJECTIVE

Strengthen the safety protocols of our campus

KEY ACTIONS

- Fully implement the policies and practices in the School Safety Plan developed in Spring 2023
- Install state of the art integrated communication, surveillance, and response systems across the campus and Anderson Ice Arena
- Evolve our cyber safety plans and cyber security systems to meet constantly changing needs





Strategic Plan Process

The development of this strategic plan included hundreds of voices from across the community. This year-long process is documented below. We are grateful for the many participants who stepped forward to help shape the future of Breck.

SPRING 2022	Youth Truth Survey
22-23 SCHOOL YEAR	Head of School Advisory Visits
22-23 SCHOOL YEAR	Head of School Student Government Feedback Session
SEPTEMBER 27	Senior Leadership Team Vision Retreat
OCTOBER 19	Faculty Vision Workshop
NOVEMBER 15	Trustees Vision Workshop
NOVEMBER 30	State of the School Participants Vision Activity
JANUARY	Faculty & Staff Empathy Interviews
FEBRUARY 11	Lower School Parents Vision Activity
MARCH 1	Parent Advisory Board Vision Feedback Session + Workshop
MARCH 8	Academic Leadership Team Vision Input
SPRING 2023	Youth Truth Survey
ONGOING	Senior Leadership Team refinement and plan development

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