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MARSHALL SCHOOL 2024 STRATEGIC PLAN



# A mission— and a plan.

In 2022, faculty, staff, administrators, and trustees of Marshall School developed and launched a new mission statement to better define the aims of the educational institution.

The new anthem, *"Inspiring lifelong learners to embrace challenge and create positive change,"* became the compass for orientating the identity and goals of the school.

Utilizing the new mission statement, combined with Marshall's core values and commitment to community and diversity, the entire team then set to work developing a strategic plan to lead the school into the future with sustainability, vision, and purpose.

We are pleased to present the result of many months of self-reflection, discovery, brainstorming, and intentionality—a compilation of the steps required to become the Hilltopper community that we envision ourselves to be, to strive for, and to become.

November | 2024

## Our mission

Inspiring lifelong learners  
to embrace challenge  
and create positive change.



# core values

## **RESPECT**

We are a safe and inclusive school community where individuals are expected to respect themselves, each other, and their environment. Through personal relationships with diverse groups and individuals, students learn to understand themselves and others and work effectively as part of a team.

## **COMPASSION**

We believe that the development of compassion—and the desire to make a positive difference in the lives of others—is essential to being a productive member of a community. Through the study of multiple viewpoints and the act of service, students develop empathy for those around them.

## **INTELLECTUAL CURIOSITY**

Marshall encourages students' natural inquisitiveness and wonder about the world. Asking questions and taking risks is as important as searching for the right answer. With the desire and courage to move confidently into the future, students can adapt to an ever-changing world in pursuit of their dreams.

## **INTEGRITY**

We encourage all members of our community to hold themselves to the highest code of conduct. Led by a commitment to the common good, we strive to do what is right—even when nobody is looking.

## **SELF-DISCIPLINE**

Hard work and self-discipline are essential components for success. We challenge students to develop a strong work ethic and the internal motivation to persevere through times of challenge.

## **STRONG ACADEMIC HABITS**

We are dedicated to teaching academic habits that will encourage and sustain lifelong learning in students. Learning how to learn—whether through taking notes, studying, or writing—prepares students for success in college and in life. Our teachers nurture confident and critical thinkers who have mastered academic skills and competencies across a variety of disciplines.

# commitment

## **TO COMMUNITY *and* DIVERSITY**

Marshall School values and respects every individual and strives to create an inclusive, diverse, and equitable community where all feel respected and empowered.

The Marshall School community accepts the responsibility for the safety, inclusion, and well-being of all members. We nurture and protect an environment that is affirming and empowering of individual voices, life experiences, and perspectives. We commit to learning and growing through our daily actions and interactions. We seek always to value, respect, and uplift those around us.



A roadmap for continuous growth and elevation.





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## A PLAN *for* EXCELLENCE

I

### **COMMUNITY *and* CULTURE**

Cultivate a safe and vibrant community, nurtured by supportive relationships, that fosters respect and belonging while appreciating the uniqueness and contributions of each member.

II

### ***The* EXPERIENCE**

Provide engaging learning opportunities that facilitate personal growth, promote social responsibility, and offer diverse routes that challenge students to stretch their potential.

III

### **DIVERSITY, EQUITY, *and* INCLUSION**

Engage in a collaborative journey towards greater diversity, equity, and inclusion that reduces barriers, honors the humanity of each person, and explores diverse backgrounds, cultures, values, and perspectives.

IV

### **FACILITY *and* SPACE**

Plan and implement facility improvements that enhance safety, promote sustainability, and maximize flexibility.

V

### **FINANCIAL HEALTH *and* GROWTH**

Develop strategic revenue growth to support a thriving school community.

## COMMUNITY *and* CULTURE

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Cultivate a safe and vibrant community, nurtured by supportive relationships, that fosters respect and belonging while appreciating the uniqueness and contributions of each member.

- Unify the Forest School, middle school, and upper school for a connected K-12 experience
- Re-establish a strong Marshall parent community and culture of connection
- Foster a collaborative staff culture that supports the varying needs of each division and department
- Actively engage all stakeholders in the Marshall experience

## *The* EXPERIENCE

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Provide engaging learning opportunities that facilitate personal growth, promote social responsibility, and offer diverse routes that challenge students to stretch their potential.

- Solidify our position as a premier college preparatory school
- Cultivate a sense of belonging, civic responsibility, and social awareness among students
- Instill a culture of environmental consciousness, responsibility, and sustainable practices

## DIVERSITY, EQUITY, *and* INCLUSION

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Engage in a collaborative journey towards greater diversity, equity, and inclusion that reduces barriers, honors the humanity of each person, and explores diverse backgrounds, cultures, values, and perspectives.

- Grow community skill sets related to communication and hard conversations
- Create a robust, diverse curriculum that uplifts marginalized experiences
- Revise the school's approach to infractions and discipline related to DEI incidents
- Create a strategic financial aid plan aimed at access for underrepresented students
- Create systems of support for BIPOC staff

## **FACILITY** *and* **SPACE**

Plan and implement facility improvements that enhance safety, promote sustainability, and maximize flexibility.

- **Execute an assessment and needs analysis**
- **Prioritize safety enhancements**
- **Develop sustainability initiatives**
- **Maximize building flexibility**
- **Develop a sustainable budget plan**

## **FINANCIAL HEALTH** *and* **GROWTH**

Develop strategic revenue growth to support a thriving school community.

- **Increase enrollment and tuition-based income**
- **Increase non-tuition income**
- **Invest in facility improvements that reduce operating costs**
- **Commit to financial transparency**







# Marshall School

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