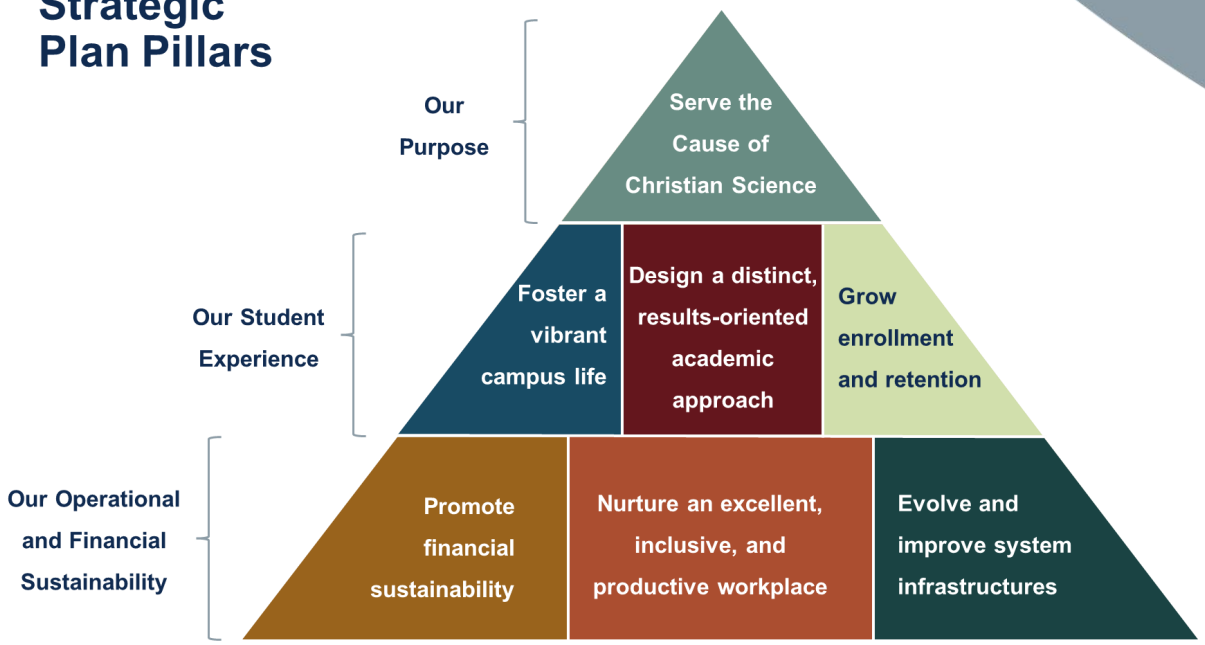
THE JOURNEY Reimagined

PRINCIPIA'S 2025–2028 STRATEGIC PLAN

The PRINCIPIA

January 2026 Update

Strategic Plan Pillars



Through aligned efforts, we aim to achieve four key goals by June 2028:

1. Foster a robust, relevant, and organic approach to Christian Science and spiritual life that extends to the entire community and affords everyone the opportunity to grow closer to God
2. Grow enrollment and improve retention: 400+ at the College, 550+ at the School
3. Fully integrate innovative approaches to our teaching and learning on both campuses, with outcomes that prove their effectiveness
4. Build a robust student life experience, supporting enrollment, retention, and academic success

In support of these key goals, we have identified additional areas of impact essential to achieving them:

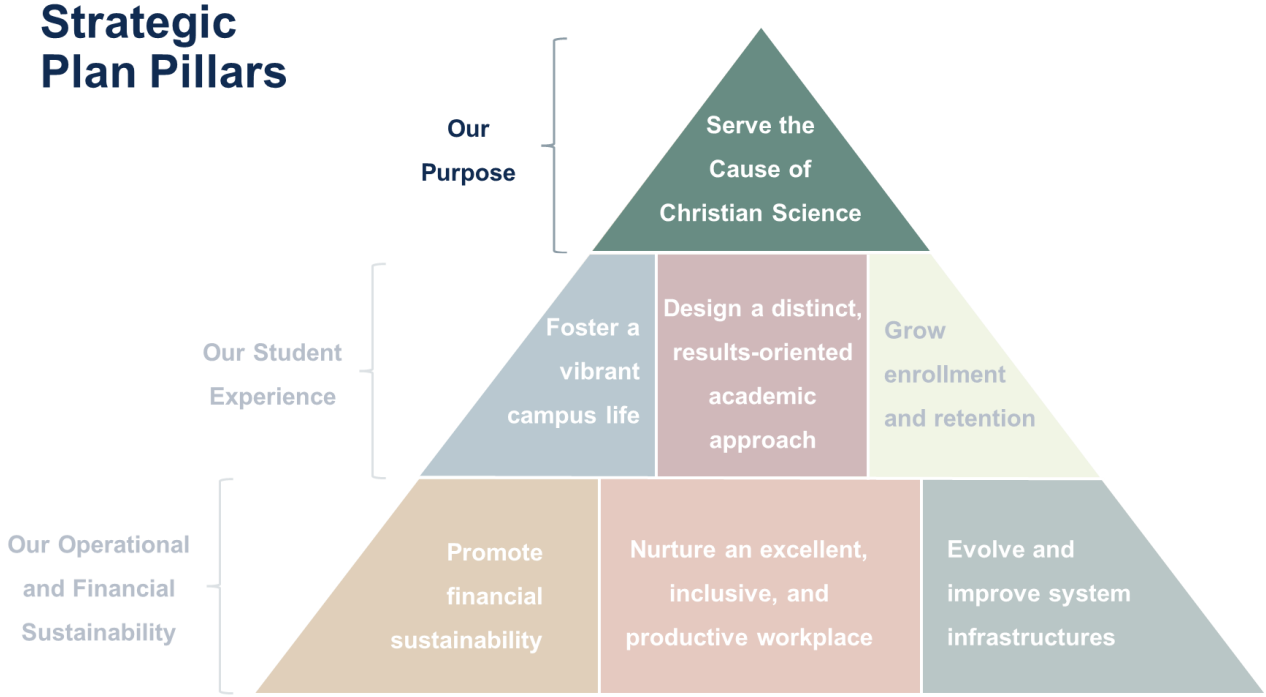
1. Cultivate a dynamic, inclusive, and productive workplace, fostering engagement and high performance
2. Modernize and streamline internal systems and facilities, enhancing operational effectiveness and sustainability
3. Strengthen Principia's financial sustainability by leveraging assets, refining our financial model, diversifying revenue, and increasing fundraising

These strategic accomplishments, along with increased efficiencies, will drive revenue growth through increased enrollment, deeper alumni engagement, and stronger fundraising, ensuring Principia's financial sustainability for future decades.

With strong leadership in place on both campuses and a desire to collaborate and to leverage the advantages of a two-campus system, Principia is ready to step into its distinctive place in the educational marketplace of today. The need for spiritually grounded graduates armed with skills for the future and spiritual confidence has never been greater. We recognize the world's need and understand Principia's unique ability to provide well-prepared graduates. *The Journey Reimagined* is our blueprint for the next three years of progress.

Serve the Cause of Christian Science

Strategic Plan Pillars



Pillar:

Serve the Cause of Christian Science

Rationale:

As Christian Science congregations in the United States have been shrinking, Principia has intentionally shifted our lens from serving the Cause of Christian Scientists to a broader, more inclusive emphasis on "serving the Cause of Christian Science." Relying on the foundational values and beliefs of Christian Science, we strive to develop confident spiritual thinkers who are equipped with inner resilience, a strong sense of purpose, and the ability to navigate complex moral and ethical challenges in an increasingly secular and rapidly changing world. In addition to providing a safe, supportive, and nurturing atmosphere for students who identify as Christian Scientists, we foster a diverse group of students who love God, know they are loved, and love others. We aim to provide all students with a lifelong foundation of spiritual understanding that will empower them to lead joyful, meaningful, and purposeful lives – while learning from and viewing Christian Science positively.

Objectives:

PRINCIPIA COLLEGE

College Spiritual Life

Infuse Christian Science-based Spiritual Life initiatives across Principia College's living and learning environments.

PRINCIPIA SCHOOL

School Spiritual Life

Nurture a spiritually grounded school community that develops confident spiritual thinkers – rooted in love for God, self, and others – who demonstrate moral courage, spiritual resilience, and purpose, and who are prepared to lead joyful, meaningful lives guided by the teachings of Christian Science.

Pillar:

Serve the Cause of Christian Science

SPIRITUAL LIFE

Objective:

Infuse Christian Science-based Spiritual Life initiatives across Principia College's living and learning environments.

Initiatives:

1. Explore, research, and develop additional Spiritual Life programmatic offerings to support student success.
2. Increase interfaith dialogue across campus.
3. Increase visibility of Spiritual Life on campus to support the spiritual growth of our students and employees.

PRINCIPIA COLLEGE

Pillar:

Serve the Cause of Christian Science

SPIRITUAL LIFE

Objective:

Nurture a spiritually grounded school community that develops confident spiritual thinkers – rooted in love for God, self, and others – who demonstrate moral courage, spiritual resilience, and purpose, and who are prepared to lead joyful, meaningful lives guided by the teachings of Christian Science.

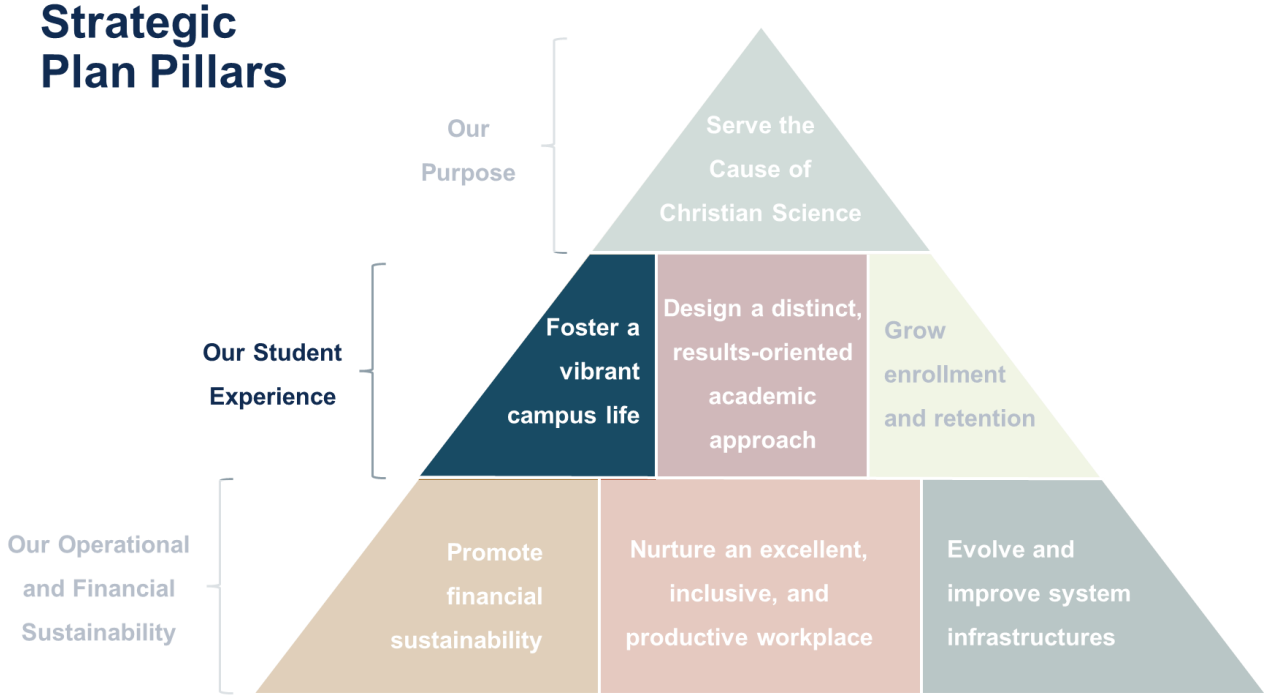
Initiatives:

1. Maintain and grow a values-aligned spiritually minded community.
2. Build shared understanding and alignment around Principia's spiritual foundation.
3. Leverage experiential learning to deepen spiritual practice and Christian character.

PRINCIPIA SCHOOL

Foster a Vibrant Campus Life

Strategic Plan Pillars



Pillar:

Foster a Vibrant Campus Life

Rationale:

We seek to support a culture of community-builders with skills for navigating life's challenges and opportunities, providing activities that promote community and camaraderie from onboarding through graduation. Through close relationships built on trust and love, students are empowered to embrace meaningful dialogue with faculty and peers, cultivate a strong, unified community, and develop a shared skillset for engaging across difference and building connected values-aligned communities that foster camaraderie. Signature educational experiences in a nurturing, challenging environment allow our increasingly diverse students to feel deeply connected, valued, and included while supporting resilient, purposeful lives of success. Coursework, athletics, and social activities serve to nurture students' ethical and moral compass, providing tools for a lifetime of thoughtful and compassionate decision-making.

Objectives:

PRINCIPIA COLLEGE

College Student Life

Reimagine how Student Life can support retention by fostering a stronger culture of community-builders who have shared skill sets for effectively engaging across differences.

College Athletics

Build a high-performing, mission-aligned athletics program that drives enrollment, success, belonging, and sustainable operations.

PRINCIPIA SCHOOL

School Student Life

Cultivate a joyful, inclusive, safe, and spiritually grounded student life experience that fosters belonging, ethical reasoning, personal responsibility, and leadership development – preparing students to engage meaningfully with others, navigate complexity with integrity, and make meaningful contributions to society for the betterment of humanity.

School Athletics

Strengthen and grow Principia by building a values-aligned, competitive, and inclusive athletic program that develops student-athletes of character, enhances school spirit and community pride, supports enrollment and retention, and ensures sustainable program excellence.

Pillar:

Foster a Vibrant Campus Life

STUDENT LIFE

Objective:

Reimagine how Student Life can support retention by fostering a stronger culture of community-builders who have shared skill sets for effectively engaging across differences.

Initiatives:

1. Support retention efforts by expanding programs and services that serve Principia College's student success dimensions.
2. Continually improve new student onboarding.
3. Develop an intentional residential program to serve as a laboratory of practice.

PRINCIPIA COLLEGE

Pillar:

Foster a Vibrant Campus Life

ATHLETICS

Objective:

Build a high-performing, mission-aligned athletics program that drives enrollment, success, belonging, and sustainable operations.

Initiatives:

1. Integrate athletics into enrollment and admissions strategy.
2. Advance student-athlete retention, wellbeing, and success.
3. Deepen community and alumni engagement.
4. Grow and elevate a competitive and balanced athletic program portfolio.
5. Strengthen operational excellence, facilities, and resource management.

PRINCIPIA COLLEGE

Pillar:

Foster a Vibrant Campus Life

STUDENT LIFE

Objective:

Cultivate a joyful, inclusive, safe, and spiritually grounded student life experience that fosters belonging, ethical reasoning, personal responsibility, and leadership development – preparing students to engage meaningfully with others, navigate complexity with integrity, and make meaningful contributions to society for the betterment of humanity.

Initiatives:

1. Establish a solid spiritual and ethical foundation.
2. Provide comprehensive student support and care.
3. Build a culture of excellence in student life and residential programming.

PRINCIPIA SCHOOL

Pillar:

Foster a Vibrant Campus Life

ATHLETICS

Objective:

Strengthen and grow Principia Athletics by building a values-aligned, competitive, and inclusive athletic program that develops student-athletes of character, enhances school spirit and community pride, supports enrollment and retention, and ensures sustainable program excellence.

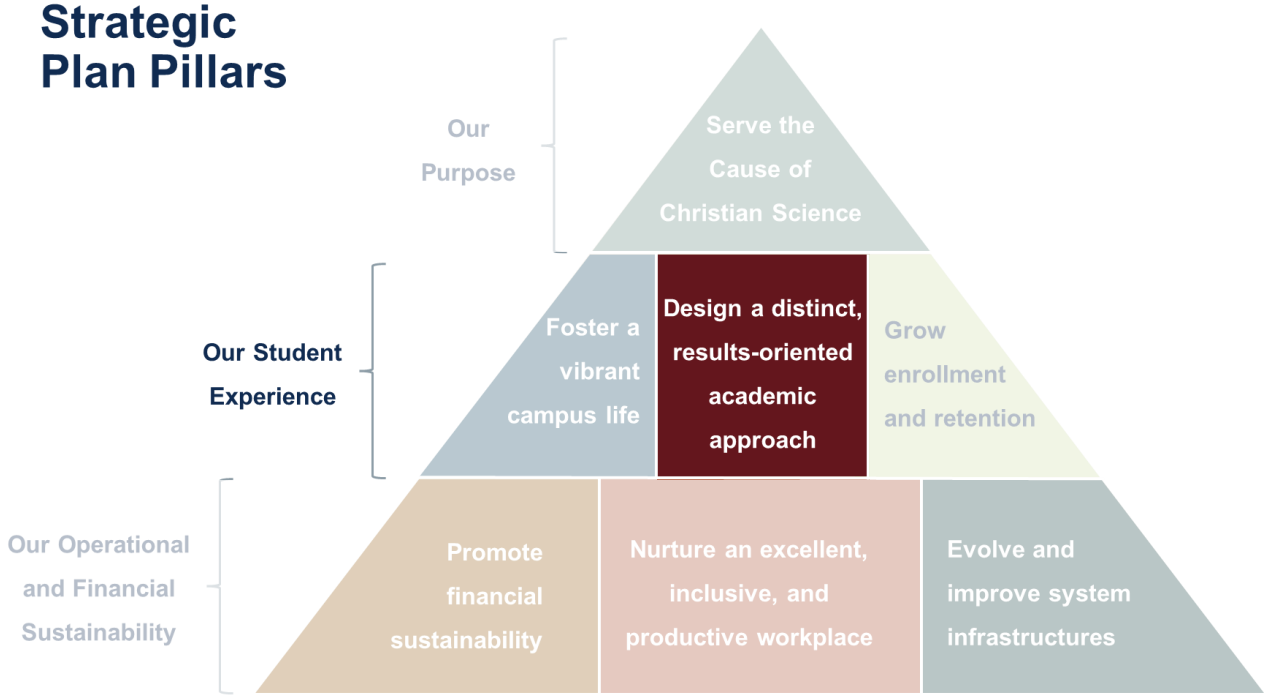
Initiatives:

1. Build a values-aligned coaching culture and student-athlete development model.
2. Strengthen competitive excellence through strategic program investment.
3. Optimize facilities, operations, and systems for long-term sustainability.

PRINCIPIA SCHOOL

Design a Distinct, Results-oriented Academic Approach

Strategic Plan Pillars



Pillar:

Design a Distinct, Results-oriented Academic Approach

Rationale:

Across every level of Principia, we are clarifying and clearly articulating the unique value of a Principia education and its transformative impact on students, families, the community, and our world.

The School is reimagining the curriculum to establish a distinct academic identity and student experience. Teachers prepare students for success in an ever-evolving future through a teaching and learning model built on authentic, relevant, transferable, and impactful experiences. We are committed to cultivating confident, creative, and collaborative thinkers who apply their knowledge, skills, and spiritual convictions to contribute meaningfully in a rapidly changing world. Grounded in Christian Science values and Mary Kimball Morgan's vision for education, the School nurtures spiritual growth, academic excellence, and the development of the whole child. We empower students to be solution-seekers who engage thoughtfully with real-world challenges to better humanity.

Reimagining the College curriculum will more powerfully engage students in integrated, collaborative academic communities of learners within the five new Academic Centers, establishing a distinct academic identity and fostering a renewed sense of scholarship and academic vigor. This new structure will empower faculty to create more innovative, cross-disciplinary academic opportunities, giving graduates a competitive edge to help them stand out through skill sets and knowledge honed for the future. Providing a rigorous education in service to the Cause of Christian Science, the College recognizes each student as whole and unique, cultivating collaborative creative thinkers and doers who are prepared to seek and find healing solutions. The College is enabling graduates to be leaders in their chosen field and agents of positive change in the world.

Objectives:

PRINCIPIA COLLEGE

College Academics

Reimagine the College curriculum to establish a distinct academic identity for Principia College.

PRINCIPIA SCHOOL

School Academics

Establish a distinct, mission-aligned academic experience that prepares students to think critically, apply knowledge meaningfully, and engage the world with purpose, adaptability, and spiritual conviction.

School Sustainability

Advance a whole-school sustainability strategy that integrates environmental stewardship, systems thinking, and responsible resource management across campus operations, curriculum, and organizational culture – preparing students to become informed, engaged, and ethical stewards of a sustainable future.

Pillar:

Design a Distinct, Results-oriented Academic Approach

ACADEMICS

Objective:

Reimagine the College curriculum to establish a distinct academic identity for Principia College.

Initiatives:

1. Transition to new Center-based curriculum and define new General Education requirements.
2. Create and implement new governance structure and Center organization.
3. Implement academic facilities reorganization.
4. Identify structures to facilitate academic services support for each Center.

PRINCIPIA COLLEGE

Pillar:

Design a Distinct, Results-oriented Academic Approach

ACADEMICS

Objective:

Establish a distinct, mission-aligned academic experience that prepares students to think critically, apply knowledge meaningfully, and engage the world with purpose, adaptability, and spiritual conviction.

Initiatives:

Early Childhood

1. Strengthen instructional practice through a Reggio Emilia-inspired learning model.
2. Foster student agency, community engagement, and stewardship.
3. Strengthen Christian citizenship and vertical alignment.

Lower School

1. Strengthen ARTIful-based learning and assessment practices and curriculum alignment.
2. Foster a joyful, inclusive learning community through responsive classroom practices, character development, and a comprehensive student support system.
3. Strengthen instructional excellence and academic rigor for all learners.

Middle School

1. Strengthen instructional excellence through ARTIful-based learning and curriculum alignment.
2. Cultivate and refine distinct middle school signature experiences.
3. Analyze and expand student support, external partnerships, and structural capacity.

Upper School

1. Strengthen instructional excellence through ARTIful-based learning and curriculum alignment.
2. Expand leadership development, Christian citizenship, and student wellbeing.
3. Strengthen partnerships, communication, and infrastructure to support growth.

PRINCIPIA SCHOOL

Pillar:

Design a Distinct, Results-oriented Academic Approach

SUSTAINABILITY

Objective:

Advance a whole-school sustainability strategy that integrates environmental stewardship, systems thinking, and responsible resource management across campus operations, curriculum, and organizational culture – preparing students to become informed, engaged, and ethical stewards of a sustainable future.

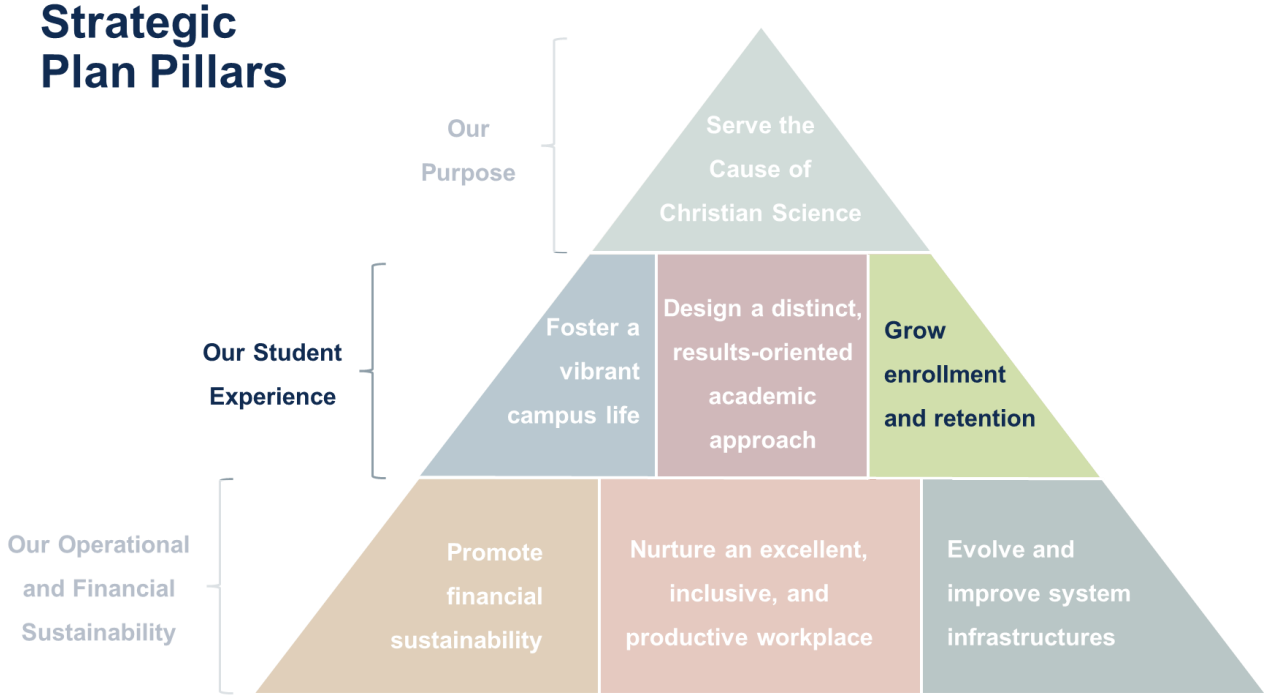
Initiatives:

1. Integrate Education for Sustainability (EfS) across the curriculum.
2. Implement sustainable campus operations and use the campus as a living laboratory.
3. Strengthen sustainability culture through policies, practices, and visibility.

PRINCIPIA SCHOOL

Design a Distinct, Results-oriented Academic Approach

Strategic Plan Pillars



Pillar:

Grow Enrollment and Retention

Rationale:

Excellence in recruitment and admissions is critical to the success of Principia, reflecting our commitment to providing an enriching educational experience in a dynamic learning environment.
We anticipate increased enrollment of values-aligned students resulting from objectives focused on clarifying, building up, and articulating the unique value of a Principia education. While growing and expanding Principia's reach, we aim to proactively build and enhance a culture rooted in Christian Science, ensuring that love, integrity, and spiritual growth remain foundational in all we do. By enhancing admissions standards, streamlining the applicant experience, and ensuring our approach reflects Principia's values, we can strengthen both our reputation as a leader in education and our ability to nurture mission-aligned students.

All these initiatives focus on attracting and retaining families who value Principia's offerings and are prepared to invest in them. This intentional approach not only addresses immediate enrollment needs but also strengthens the Principia's financial foundation, fostering a sustainable and inclusive future for our institution.

Objectives:

PRINCIPIA COLLEGE

College Admissions
Reimagine College Admissions to grow Principia College student enrollment to 400+ students while annually recalibrating to the right demographic mix that promotes student success and a thriving community.

College Marketing
Reimagine College Marketing to improve outreach to target market and achieve 400+ student enrollment goals through effective brand expression, recruitment support, and retention.

PRINCIPIA SCHOOL

School Academics
Grow total student enrollment to 540+ students by implementing a mission-driven, financially sustainable enrollment strategy that prioritizes values alignment, academic excellence, character readiness, and long-term retention.

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Institution-wide Marketing & Communications
Strengthen Principia's brand and reputation by ensuring the institution is proudly and authentically represented, clearly understood, easily discovered, and strategically positioned, supporting enrollment, engagement, and long-term institutional sustainability.

Pillar:

Grow Enrollment and Retention

ADMISSIONS

Objective:

Reimagine College Admissions to grow Principia College student enrollment to 400+ students while annually recalibrating to the right demographic mix that promotes student success and a thriving community.

Initiatives:

1. Build Principia College into a recognized and differentiated brand within our target markets.
2. Streamline and modernize the admissions experience.
3. Strengthen cross-functional collaboration between Admissions, Marketing, Academics, Athletics, and Student Life to support development of a strategic enrollment management plan.

PRINCIPIA COLLEGE

Pillar:

Grow Enrollment and Retention

MARKETING

Objective:

Reimagine College Marketing to improve outreach to target market and achieve 400+ student enrollment goals through effective brand expression, recruitment support, and retention.

Initiatives:

1. Deploy refreshed brand across all touchpoints (including redesigned website).
2. Develop and launch regional and national brand campaigns in geographic pockets.
3. Develop and execute retention marketing plan and parent communications strategy.

PRINCIPIA COLLEGE

Pillar:

Grow Enrollment and Retention

ADMISSIONS

Objective:

Grow total student enrollment to 540+ students by implementing a mission-driven, financially sustainable enrollment strategy that prioritizes values alignment, academic excellence, character readiness, and long-term retention.

Initiatives:

1. Expand mission-aligned outreach, market reach, and enrollment pipelines.
2. Optimize admissions systems and enhance the family experience.
3. Strengthen financial sustainability through strategic enrollment management.

PRINCIPIA SCHOOL

Pillar:

Grow Enrollment and Retention

MARKETING & COMMUNICATIONS

Objective:

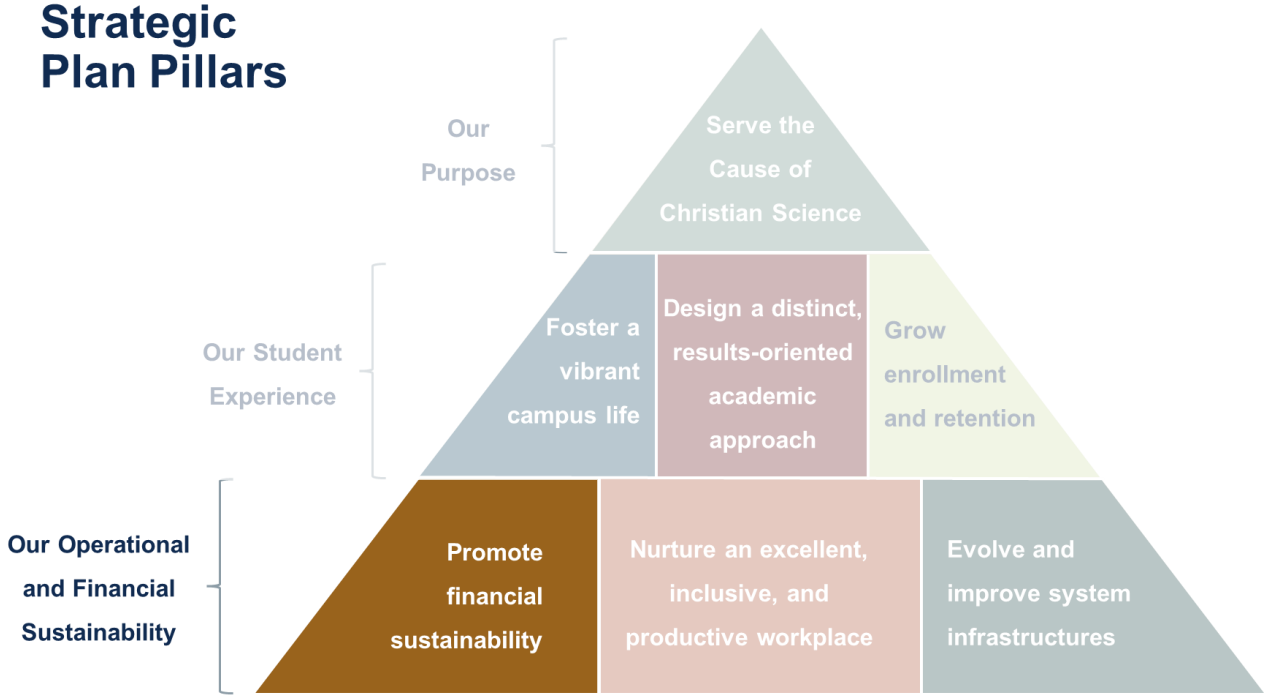
Strengthen Principia's brand and reputation by ensuring the institution is proudly and authentically represented, clearly understood, easily discovered, and strategically positioned, supporting enrollment, engagement, and long-term institutional sustainability.

Initiatives:

1. Refresh the Principia brand and implement an institution-wide storytelling framework that clearly communicates Principia's differentiation, impact, and value.
2. Increase institutional and campus visibility and credibility through proactive public relations and thought leadership.
3. Establish a research, insights, and analytics framework that informs marketing strategy, measures impact, and links engagement to institutional and campus priorities.
4. Build and maintain a shared marketing technology and workflow ecosystem that enables coordinated, efficient, and scalable marketing across the School, College, and Advancement.

Promote Financial Sustainability

Strategic Plan Pillars



Pillar:

Promote Financial Sustainability

Rationale:

Principia must diversify and increase its revenue in order to decrease its reliance on the endowment. For years, we have focused on cutting expenses rather than growing revenue. The next three years will focus on increasing revenue.

Objectives:

Finance and Accounting
Reimagine a unified financial management framework to enable transparent, strategic, and sustainable stewardship across Principia.

Advancement – Alumni & Field Relations; Development; Advancement Services
Drive one-team collaboration towards an aligned vision, working in concert with all areas of Principia to set strategies, achieve goals and celebrate impact.

Deliver predictable financial support for Principia to meet the near- and long-term needs of the School, College, students, and alumni.

Deepen our understanding and sustained engagement with all stakeholders, resulting in a community of Principia "raving fans."

Actively use technology and data to deliver insights, support personalized outreach, increase efficiency and accelerate impact

Pillar:

Promote Financial Sustainability

FINANCE AND ACCOUNTING

Objective:

Reimagine a unified financial management framework to enable transparent, strategic, and sustainable stewardship across Principia.

Initiatives:

1. Review and modernize key accounting policies to ensure processes and policies are smooth, clear, and consistent.
2. Strengthen the Finance and Accounting team by clarifying and filling roles, building cross-training coverage, and planning for future needs.
3. Reduce risk and increase efficiencies by updating the credit card program.
4. Update and streamline policy management to improve efficiency, compliance, and transparency.
5. Pilot and begin expanding artificial intelligence use to support employee efficiency and enable scalable finance operations.
6. Integrate Finance and Operations into HR's onboarding process to ensure new employees and those transitioning into new roles have the tools and guidance needed to work effectively with Accounting and IT.
7. Establish a centralized approach to track and manage institutional committees to increase transparency, reduce duplication of effort, and ensure balanced workloads.

Pillar:

Promote Financial Sustainability

ADVANCEMENT

Objective:

Drive one-team collaboration towards an aligned vision, working in concert with all areas of Principia to set strategies, achieve goals, and celebrate impact.

Initiatives:

1. Amplify the Principia mission through an integrated marketing and storytelling campaign that strengthens community engagement and inspires giving.
2. Maintain a rolling three-year Advancement strategic planning process to strengthen alignment and understanding of how Advancement supports key objectives with College and School leadership.
3. Evolve the Advancement team structure to leverage technology, drive efficiency, and support team development.

Objective:

Deliver predictable financial support for Principia to meet the near- and long-term needs of the School and College, students, and alumni.

Initiatives:

1. Meet funding needs for near-term investment priorities and build-out five-year capital needs campaigns.
2. Expand sources of financial support for School and College sports programs to include non-traditional Christian Science organizations.
3. Develop the right mix of Advancement programs to drive donor engagement, increase the percentage of those giving (alumni and parents) and increase annual fund contributions.

Advancement initiatives continued …

Pillar:

Promote Financial Sustainability

ADVANCEMENT (continued)

Objective:

Deepen our understanding and sustained engagement with all stakeholders, resulting in a community of Principia "raving fans."

Initiatives:

1. Complete a donor segmentation exercise to increase our understanding of our donors and to drive more personalized and relevant outreach.
2. Drive increased career-focused alumni connections, increasing interactions with recent graduates and future-proofing our alumni engagement programs.
3. Increase alumni advocacy to drive increased engagement with Principia to achieve enrollment and annual giving goals.

Objective:

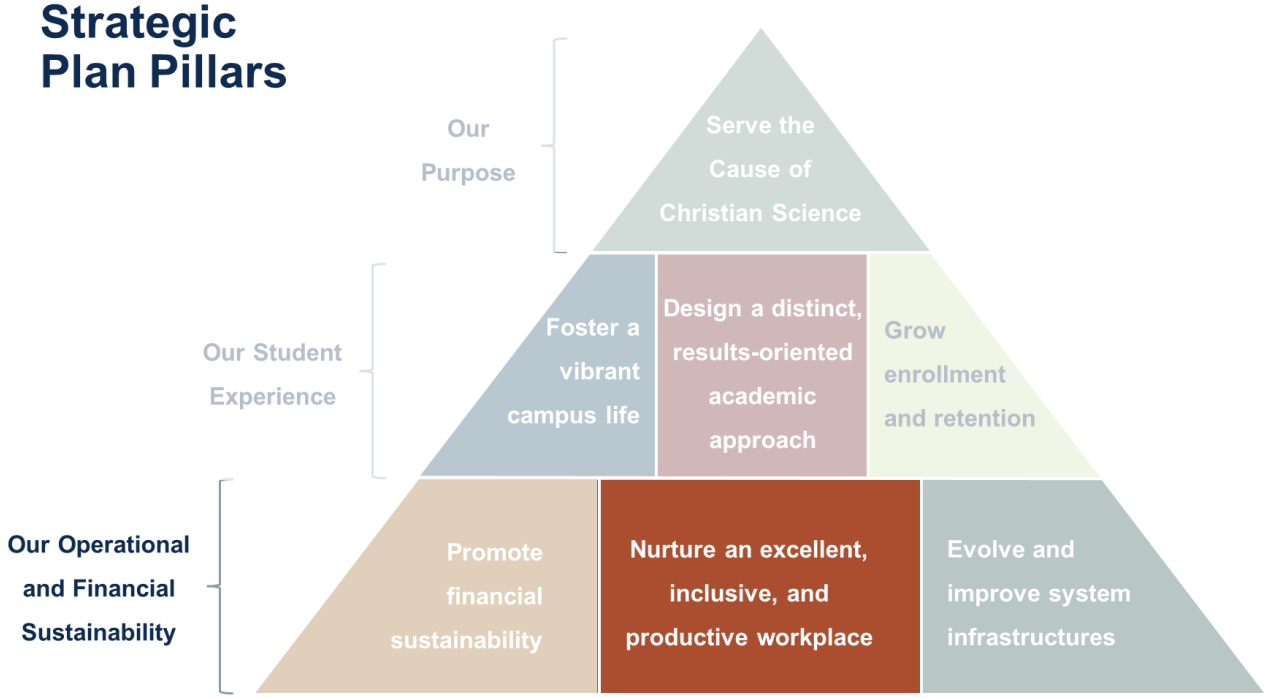
Actively use technology and data to deliver insights, support personalized outreach, increase efficiency and accelerate impact.

Initiatives:

1. Improve data connectivity and reduce manual processes to increase the team focus on delivering insights that drive alumni and donor personalization.
2. Improve the use of digital platforms, including embracing new AI strategies, to increase efficiency and drive more impact from our programs.

Nurture an excellent, inclusive, and productive workplace

Strategic Plan Pillars



Pillar:

Nurture an Excellent, Inclusive, and Productive Workplace

Rationale:

At the heart of every successful institution lies its people. At Principia, our dedicated teachers, staff, and administrators shape the educational journey of each student. We recognize that the quality of the student experience is inextricably linked to the quality of the employee experience. When our employees are engaged, supported, and inspired, they can bring their best to the work, directly impacting the success of our students.

Objectives:

Human Resources
Create an excellent workplace where our people matter, they're engaged, and we're invested in their growth and success.

Pillar:

Nurture an Excellent, Inclusive, and Productive Workplace

HUMAN RESOURCES

Objective:

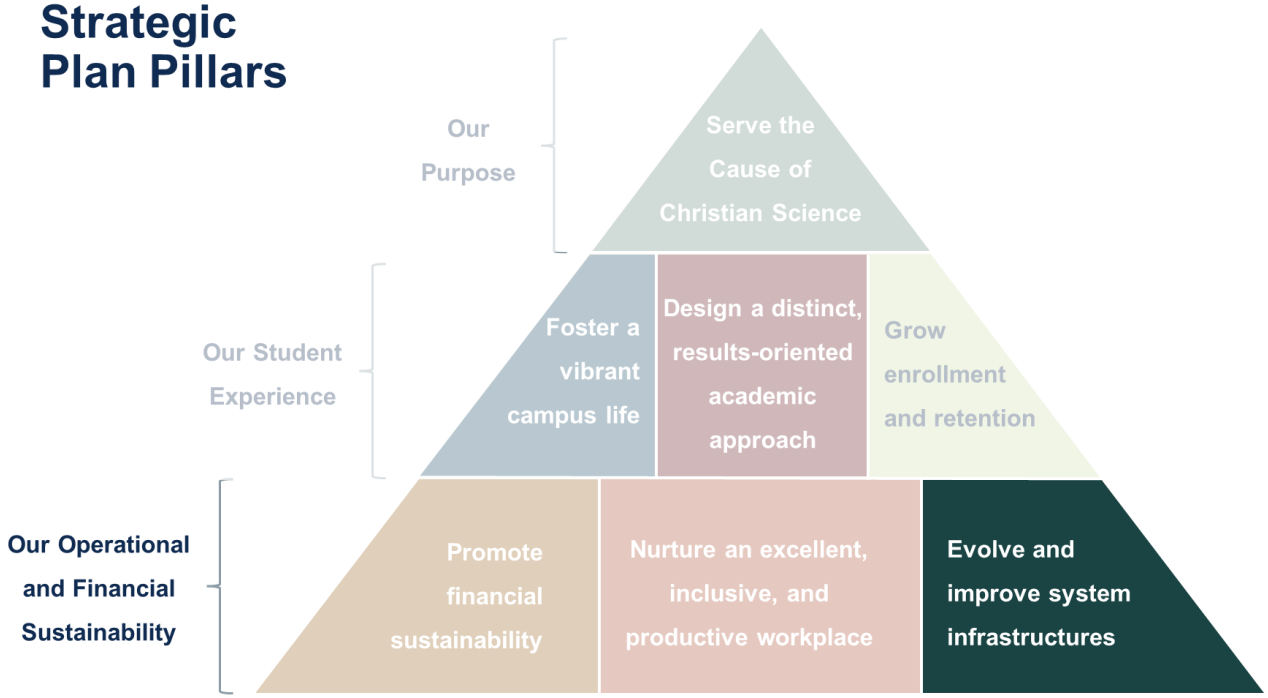
Create an excellent workplace where our people matter, they're engaged, and we're invested in their growth and success.

Initiatives:

1. Build a leadership development program that equips leaders across all levels (including student employees) with the skills and tools to lead effectively and inspire a culture of growth, collaboration, and accountability.
2. Cultivate a positive, inclusive, and engaging workplace culture through enhanced programs that foster belonging, long-term employee satisfaction, and organizational success.
3. Modernize and streamline HR systems and processes to improve efficiency, accessibility, and reliability, better supporting our people and advancing our goals.
4. Strengthen and modernize our total rewards strategy by ensuring competitive, equitable compensation and enhancing benefits that support the holistic well-being, growth, and long-term success of our people.

Evolve and improve system infrastructures

Strategic Plan Pillars



Pillar:

Evolve and improve system infrastructures

Rationale:

By consolidating disparate datasets into a centralized and accessible enterprise reporting solution, Principia can move from labor-intensive manual reporting to near real-time, insightful analytics. Achieving the objective of building a new person-centric data model over the next three years is pivotal for Principia as it transitions to become a more data-informed organization. This transformation supports critical goals such as improving student outcomes, enhancing operational efficiency, supporting HLC accreditation requirements at the College and ISACS accreditation requirements at the School, and making data-informed decisions that drive institutional success.

Objectives:

Technology
Reimagine a unified, scalable IT ecosystem to enable seamless, secure, and strategic digital transformation across Principia.

Business Intelligence and Institutional Research
Reimagine and implement a new institutional data model to improve informed decision-making across Principia.

Pillar:

Evolve and improve system infrastructures

TECHNOLOGY

Objective:

Reimagine a unified, scalable IT ecosystem to enable seamless, secure, and strategic digital transformation across Principia.

Initiatives:

1. Determine, define, and set up support for core systems.
2. Improve the digital experience for students, families, and employees by creating seamless, user-friendly platforms.
3. Provide strategic direction and implementation of technology to enable innovation, efficiency, and collaboration across Principia, ensuring technology delivers value today and prepares for tomorrow.
4. Maintain cybersecurity across Principia by continuous adoption of best practices, ongoing testing, and consistent training to protect data, ensure privacy, and maintain trust.
5. Create an organization-wide file management system to improve access, security, and efficiency, emphasizing electronic versions but supporting hardcopy management, as needed.
6. Support major capital projects with integrated technology upgrades to modernize learning and campus life spaces, beginning with phased Upper School renovations and College facility enhancements.

Pillar:

Evolve and improve system infrastructures

BUSINESS INTELLIGENCE AND INSTITUTIONAL RESEARCH

Objective:

Reimagine and implement a new institutional data model to improve informed decision-making across Principia.

Initiatives:

1. Design and implement a new person-centric data model to enable secure, transparent, and AI-ready insights for strategic and operational decision-making.
2. Build dashboards and other solutions for understanding the data that provide insights for decision makers based on high-quality data and metrics from the new data model.
3. Track and document data usage for informing decision-making, supporting continuous improvement and accreditation requirements.
4. Empower teams with data literacy skills to build a culture where informed decisions drive continuous improvement and institutional success.