



STRATEGIC PLAN SUMMARY (AS ADOPTED MAY 2019)

ORGANIZING THEMES

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	<i>Curriculum Renewal</i>	<i>Vital Tasks</i>	<i>Resources &amp; Campus</i>
<i>F a c u l t y &amp; S t u d e n t s</i>	<p><i>Curriculum</i></p> <ul style="list-style-type: none"> <li>- Align to core competencies</li> <li>- Expand &amp; improve diversity, inclusion, &amp; equity practices</li> <li>- Increase wellness &amp; support practices</li> </ul>	<p><i>Student &amp; Family Experience</i></p> <ul style="list-style-type: none"> <li>- Increase communication &amp; engagement</li> <li>- Prioritize the experience for students</li> </ul>	<p><i>Identify Professional &amp; Program Needs</i></p>
<i>A d m i n i s t r a c t i o n &amp; S t u d e n t s</i>	<p><i>Curriculum Structure</i></p> <ul style="list-style-type: none"> <li>- Align to the mission</li> <li>- Expand &amp; improve diversity, inclusion, &amp; equity systems</li> <li>- Increase wellness &amp; support systems</li> <li>- Streamline &amp; codify admin practices, systems, &amp; management</li> <li>- Adapt to the rapidly changing college admissions process</li> <li>- Develop a prioritized facilities &amp; infrastructure plan</li> </ul>	<p><i>Resource Allocation &amp; Planning</i></p> <ul style="list-style-type: none"> <li>- Oversee the allocation of fiscal &amp; human resources</li> <li>- Utilize resources more effectively</li> <li>- Implement a prioritized facilities &amp; infrastructure plan</li> <li>- Improve Midland's overall employee compensation, benefits &amp; housing (Head of School)</li> <li>- Directly support the faculty, staff &amp; admin team (Head of School)</li> </ul>	<p><i>Identify Infrastructure Needs &amp; Increase Resources</i></p> <ul style="list-style-type: none"> <li>- Maintain &amp; expand external relationship &amp; reputation building efforts</li> <li>- Identify needs for a prioritized facilities &amp; infrastructure plan</li> <li>- Increase available resources through major gift solicitation (Head of School)</li> </ul>



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*Core Values, Long-Term Planning & Evaluation*  
- Appropriately allocate time, talent, & money  
- Improve board regeneration & self-evaluation  
- Refine the Head of School evaluation processes  
- Refine & refresh Midland's mission and core values statements

*Strategic Plan*  
- Review and track the progress of this strategic plan

*Develop & Acquire Resources*

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*Input & Ideas*

*Promotion & Participation*  
- Promote Midland to new constituencies  
- Attend Reunion, On & Off-Campus Events  
- Host Admissions & Alumni Gatherings

*Grow Giving*  
- Grow Midland Annual Fund participation  
- Increase planned giving commitments  
- Increase capital & endowment giving



**STRATEGIC PLAN METRICS AND MEASURES OF SUCCESS**

Metric (Who leads)	2019-20 Year 1	2020-21 Year 2	2021-22 Year 3	2022-23 Year 4	2023-24 Year 5	2024-25 Year 6
1 Curriculum Renewal (Dean of Academics)	<ul style="list-style-type: none"> <li>Complete Core Competencies work &amp; "Portrait of a Graduate"</li> </ul>	<ul style="list-style-type: none"> <li>Align classes and co-curricular programs with Midland's Core Competency Rubrics.</li> <li>Articulate this alignment in a revised Curriculum Guide and in Midland publications.</li> </ul>	<ul style="list-style-type: none"> <li>Pilot a Mastery Transcript around Midland Core Competencies. Note: we will still have UC-approved classes and traditional transcripts.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to align and articulate. Continue to build the foundation for a Midland Mastery Transcript. Evaluate and implement schedule changes to better deliver the curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to position Midland as a leader in experiential education and mastery learning.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to position Midland as a leader in experiential education and mastery learning</li> </ul>
2 Diversity, Equity, & Inclusion Practices (Deans)	<ul style="list-style-type: none"> <li>Systematize measurement &amp; tracking for students and employees</li> <li>% Fac. DEI 1d+ PD training w/in 2 yrs = ~75%</li> </ul>	<ul style="list-style-type: none"> <li>DEI survey selection, use, and begin analysis</li> <li>% Fac. DEI 1d+ PD training w/in 2 yrs = 80%</li> </ul>	<ul style="list-style-type: none"> <li>Annual DEI Survey admin &amp; analysis</li> <li>Evaluate &amp; decide re p/t DEI position(s)</li> <li>Increase in employee diversity</li> <li>% Fac. DEI 1d+ PD training w/in 2 yrs = 85%</li> </ul>	<ul style="list-style-type: none"> <li>Annual DEI Survey admin &amp; analysis</li> <li>% Fac. DEI 1d+ PD training w/in 2 years = 85%</li> </ul>	<ul style="list-style-type: none"> <li>Annual DEI Survey admin &amp; analysis</li> <li>Increase in employee diversity</li> <li>% Fac. DEI 1+ PD training w/in 2 years = 85%</li> </ul>	<ul style="list-style-type: none"> <li>Annual DEI Survey admin &amp; analysis</li> <li>Increase in employee diversity</li> <li>% Fac. DEI 1+ PD training w/in 2 years = 85%</li> </ul>
3 Wellness & Attrition (3-yr rolling Avg for any reason) & Parent Engagement (Dean of Students)	<ul style="list-style-type: none"> <li>Define relevant metrics of success re wellness</li> <li>≤17% 3-yr Avg attrition</li> <li>Define Parent Engagement metric</li> </ul>	<ul style="list-style-type: none"> <li>Wellness - TBD?</li> <li>≤15% 3-yr Avg attrition</li> <li>Parent Engage - TBD</li> </ul>	<ul style="list-style-type: none"> <li>Wellness - TBD?</li> <li>≤13% 3-yr Avg attrition</li> <li>Parent Engagement - TBD</li> </ul>	<ul style="list-style-type: none"> <li>Wellness – Survey (in process)</li> <li>≤11% 3-yr Avg attrition</li> <li>Parent Engage – TBD?</li> </ul>	<ul style="list-style-type: none"> <li>Wellness - TBD?</li> <li>≤9% 3-yr Avg attrition</li> <li>Parent Engage - TBD</li> </ul>	<ul style="list-style-type: none"> <li>Wellness – implement 2-3 strategies from recent surveys</li> <li>≤8% 3-yr Avg attrition</li> <li>Parent Engage - Survey complete</li> </ul>
4 Administrative Practices and Systems (Admin Team)	<ul style="list-style-type: none"> <li>Revise major school rules &amp; student contracts</li> <li>Annual revision &amp; update of: Employee Handbook, Student Handbook</li> </ul>	<ul style="list-style-type: none"> <li>New Faculty Guidelines &amp; Risk Management Plan in use</li> <li>Annual revision &amp; update of: Employee Handbook, Student Handbook</li> </ul>	<ul style="list-style-type: none"> <li>Annual revision &amp; update of: Employee Handbook, Student Handbook, Faculty Guidelines, RMP</li> </ul>	<ul style="list-style-type: none"> <li>Annual revision &amp; update of: Employee Handbook, Student Handbook, Faculty Guidelines, RMP</li> </ul>	<ul style="list-style-type: none"> <li>Annual revision &amp; update of: Employee Handbook, Student Handbook, Faculty Guidelines, RMP</li> </ul>	<ul style="list-style-type: none"> <li>Annual revision &amp; update of: Employee Handbook, Student Handbook, Faculty Guidelines, RMP</li> </ul>
5 3-yr Rolling Avg. NTR/student (Admissions)	\$32,300	+2.5% to \$33,100	+2.5% to \$33,900	+2.5% to \$34,700	+2.5% to \$35,600	+2.5% to \$36,500
6 Opening Day Enrollment Total (Admissions)	70	+5% to 74	+5% to 77	+5% to 81	+5% to 85	>82
7 Reg. Operating Budget margin (Inc./Exp.) year end & 3-yr rolling average (Business Manager)	<ul style="list-style-type: none"> <li>≤92% for Yr.</li> <li>≤107% 3-yr Avg.</li> </ul>	<ul style="list-style-type: none"> <li>≤96% for Yr.</li> <li>≤109% 3-yr Avg.</li> </ul>	<ul style="list-style-type: none"> <li>≤100% for Yr.</li> <li>≤96% 3-yr Avg.</li> </ul>	<ul style="list-style-type: none"> <li>≤102% for Yr.</li> <li>≤99% 3-yr Avg.</li> </ul>	<ul style="list-style-type: none"> <li>≤104% for Yr.</li> <li>≤102% 3-yr Avg.</li> </ul>	<ul style="list-style-type: none"> <li>≤104% for Yr.</li> <li>≤102% 3-yr Avg.</li> </ul>
8 Campus renewal & rejuvenation investment/spend (Business Manager)	\$200,000	>+5% to \$210,000	>+5% to \$220,000	>+5% to \$232,000	>+5% to \$243,000	>\$225,000
9 Major Capital Projects Completed	<ul style="list-style-type: none"> <li>Campus Plan Update via CUP Amendment</li> </ul>	<ul style="list-style-type: none"> <li>Phase 1 Upper &amp; Lower Yard</li> <li>≈ \$1m</li> </ul>	<ul style="list-style-type: none"> <li>Phase 2 Upper &amp; Lower Yards</li> </ul>	<ul style="list-style-type: none"> <li>Phase 3 Upper &amp; Lower yard</li> </ul>	<ul style="list-style-type: none"> <li>Middle Yard (tbd?)</li> </ul>	N/A



Metric (Who leads)	2019-20 Year 1	2020-21 Year 2	2021-22 Year 3	2022-23 Year 4	2023-24 Year 5	2024-25 Year 6
(Business Manager & Head of School)	App Process (inc. priorities & costs) • ≈ \$250k		• 2 Faculty Homes (new or fully renovated) • ≈ \$1.25m	• 2 Faculty Homes (new or fully renovated) • ≈ \$1.5m	• 2 Faculty Homes (new or fully renovated) • ≈ \$1.5m	
10 Mission, Philosophy, core values review, refinement, and renewal process (Board of Trustees)	• BoT reformulates program committee, assimilates curriculum work	• BoT leads review of Midland mission, philosophy, and core values statements – revise and update as needed	• Promote and implement revised (or renewed) mission, philosophy, and core values	• n/a	• n/a	• Will be the kickoff of the Strategic Vision Process
11 Increasing employee compensation & benefits (Head of School)	• ≈ 68% of Exp. Budget to Payroll & benefits • <30 FTE's • # housing units 16 • % Fac. Homes new or remodeled w/in 10 years 13% (2/16)	• ≈ 69% of Exp. Budget to Payroll & benefits • ≤30 FTE's • # housing units 16 • % Fac. Homes new or remodeled w/in 10 years 19% (3/16)	• ≈ 70% of Exp. Budget to Payroll & benefits • ≤30 FTE's • # housing units 17 • % Fac. Homes new or remodeled w/in 10 years 24% (4/17)	• ≈ 71% of Exp. Budget to Payroll & benefits • ≤30 FTE's • # housing units 17 • % Fac. Homes new or remodeled w/in 10 years 29% (5/17)	• ≈ 72% of Exp. Budget to Payroll & benefits • ≤30 FTE's • # housing units 18 • % Fac. Homes new or remodeled w/in 10 years 35% (6/17)	• ≈ 72% of Exp. Budget to Payroll & benefits • ≤30 FTE's • # housing units 19 • % Fac. Homes new or remodeled w/in 10 years 40% (8/19)
12 Annual Fund & Cap. Gifts (Adv.Dir & HoS)	• AF ≥\$450k • Cap. Gifts >0.5m	• AF +2.5%, ≥\$461k • Cap. Gifts >0.75m	• AF +2.5, ≥\$472k • Cap. Gifts >1m	• AF +2.5%, ≥\$484k • Cap. Gifts >1m	• AF +2.5%, ≥\$497k • Cap. Gifts >1m	• AF +2.5% of \$460 ≥\$472k • Cap. Gifts >0.5m
13 Track this plan (Board of Trustees)	• BoT reviews & discusses progress 3 times per year	• BoT reviews & discusses progress 3 times per year	• BoT reviews & discusses progress 3 times per year	• BoT reviews & discusses progress 3 times per year	• BoT reviews & discusses progress 3 times per year • Complete New Strategic Plan Process	• BoT reviews & discusses progress 3 times per year • Complete New Strategic Plan Process