

SUMMIT

REACHING MORE STUDENTS THROUGH AN AFFORDABLE AND ACCESSIBLE WINCHENDON-STYLE EDUCATION



SCHOOL
The Winchendon School
Winchendon, MA, and Brooklyn, NY

GRADE LEVELS
9-12

PRESENTERS
Jerry Larson
Trustee; Principal, Educational Directions, Inc.
John Kerney
Chief Executive Officer

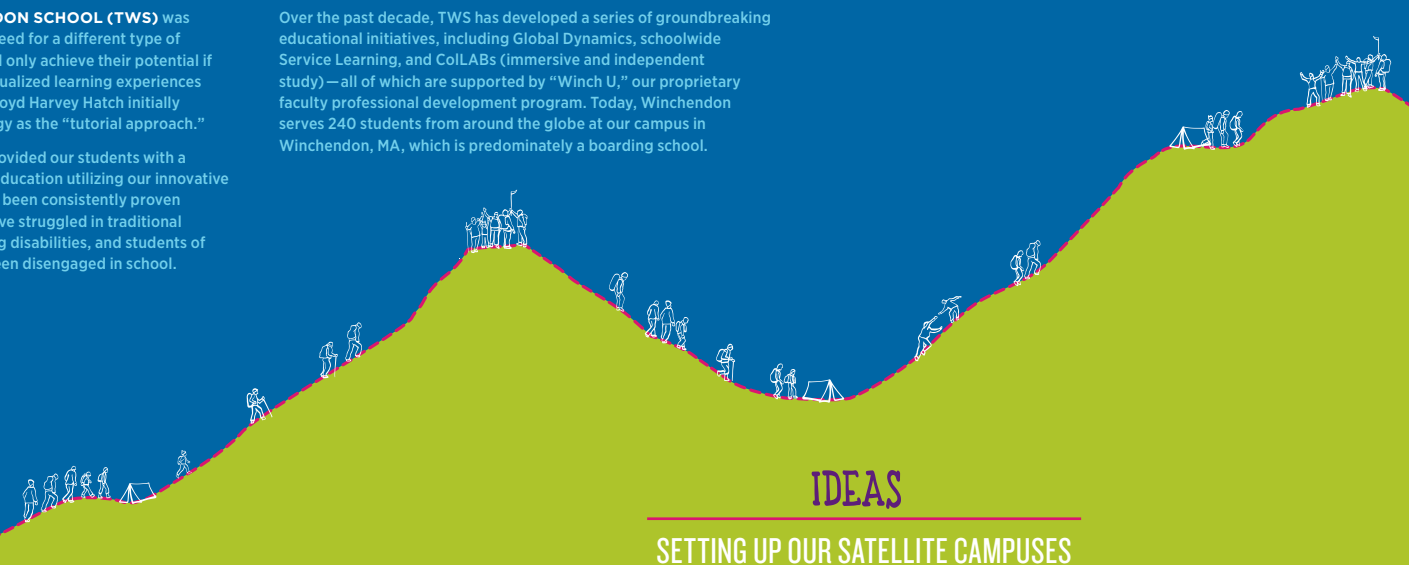
THE WINCHENDON SCHOOL

HISTORY

Founded in 1926, **THE WINCHENDON SCHOOL (TWS)** was based on a belief that there was a need for a different type of school to serve students who would only achieve their potential if more personally engaged in individualized learning experiences with constant feedback. Founder Lloyd Harvey Hatch initially referred to the school's methodology as the "tutorial approach."

Over the past 90 years, TWS has provided our students with a highly individualized, skills-based education utilizing our innovative approaches and programs. They've been consistently proven effective for those students who have struggled in traditional settings, students with mild learning disabilities, and students of good ability who have otherwise been disengaged in school.

Over the past decade, TWS has developed a series of groundbreaking educational initiatives, including Global Dynamics, schoolwide Service Learning, and CollABs (Immersive and Independent Study)—all of which are supported by "Winch U," our proprietary faculty professional development program. Today, Winchendon serves 240 students from around the globe at our campus in Winchendon, MA, which is predominately a boarding school.



IMPERATIVE

Strategic thinking and a simple SWOT (strengths, weaknesses, opportunities, and threats) analysis encouraged us to think about what the future holds for small boarding schools. We need to be responsive to rapid demographic and educational changes, declining global market demand, the migration patterns out of the northeast and to urban centers, and a ceaseless rise in the cost of private education. We're in a constant state of questioning and reflection, reviewing trends and data, and staying committed to providing our students with the most meaningful and effective learning experience while addressing costs of private secondary education.

The question that has guided us from the earliest days in discussions and planning with the first board members, other stakeholders, team members, and recruits: *Wouldn't we be doing a better job of serving our mission, our founders and predecessors, and, most importantly, many more students if we could successfully deliver our Winchendon education to 10 times as many kids each year on a less expensive and a more accessible basis?* That mission translates to the following goals:

- ▶ Bring TWS programs to where the students are rather than only serve those students who can come to Massachusetts.
- ▶ Use innovative practices and programs to offer a tuition rate of 25 to 30 percent less than other leading private schools, thereby making a TWS education more accessible.
- ▶ Continue Winchendon's legacy of supporting deserving students from local communities through a generous financial aid program.

To achieve those goals, TWS will open its first satellite campus in September 2018 in Brooklyn, NY, and it anticipates opening additional campuses over the next decade as organizational capacity permits. Each campus will serve about 200 ninth to 12th-graders in or adjacent to major urban centers. The satellite schools will be specifically focused on students who will benefit most from Winchendon's individualized and highly contextual programs. The students will be immersed in TWS's innovative approach to community-based learning, thereby lessening the physical expense structure inherent with most academic campuses.

IDEAS

SETTING UP OUR SATELLITE CAMPUSES

PRE-PLANNING 2010-JANUARY 2016

- ▶ Preliminary brainstorming, research, investigation, conceptualizing

PLANNING I.O JANUARY 2016-SEPTEMBER 2016

- ▶ Align our early adapters, including leadership, board members, core constituents, and key influencers around high-level vision

INITIAL GROUNDWORK SEPTEMBER 2016-MARCH 2017

- ▶ Free up resources to focus on market research, start to commit some resources

NO TURNING BACK FEBRUARY 2017-NOVEMBER 2017

- ▶ Lease commitment, regulatory filings, space redevelopment, further alignment of many more stakeholders, appointment and relocation of school leadership

THE WALL DECEMBER 2017-MAY 2018

- ▶ One of the hardest parts of the journey
- ▶ Getting the first 10-15 families to sign on, continue to provide marketing and outreach efforts

PREPARING FOR THE SUMMIT APRIL 2018-AUGUST 2018

- ▶ Hiring, training, integration of new team—transference of program, methods, and curriculum from the seasoned team in Winchendon, MA, to Brooklyn NY.

THE SUMMIT SEPTEMBER 2018-SEPTEMBER 2019

- ▶ Open Winchendon | Brooklyn with about 40 students and build to about 100 students for fall of 2019, with eventual goal of having about 200 students at that campus

PLANNING REDUX DECEMBER 2018-JULY 2019

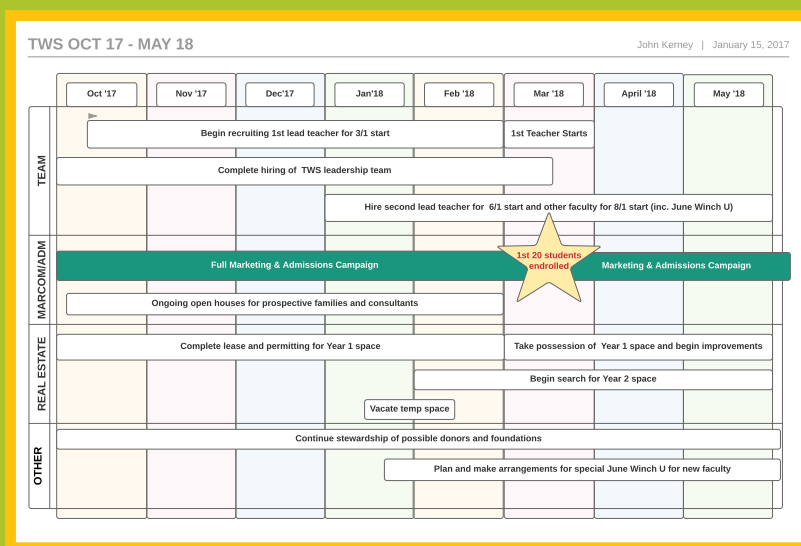
- ▶ Some of the existing team with new additions regroup to evaluate whether we are on track to tackle two additional campuses for fall of 2020

SUMMITS #2 AND #3 SEPTEMBER 2020

SUMMITS #4-#10 SEPTEMBER 2021-2026

IMPLEMENTATION

- ▶ We can't afford to wait to get it perfect. Each year spent planning is a lost opportunity for many students. Run with a good idea, knowing that there will be challenges, and then iterate, iterate, iterate.
- ▶ Have a clear vision and purpose. Hopefully that ties to your mission and guiding principles. We will be doing a better job of serving our mission by providing more students with a highly differentiated education on a much more accessible basis.
- ▶ Invest your board from the earliest stages. We all want to think of ourselves as innovative, entrepreneurial, and making a difference. Give your trustees something really meaningful to chew on. It is much more fun than thinking about investment performance, accreditation, or audit. Help your trustees find their inner game-changing, generative selves.



RESOURCES

WEBSITE
brooklyn.winchendon.org