IMPERATIVE

Thank you, President. Approaching the end of our fiscal year, it is fitting to reflect on the immediate success we have experienced and the foundation we have laid for continued growth and impact. The last year has been filled with challenges, but also opportunities for innovation and growth.

Our work continues to be driven by our mission: "To assist all students in creating meaningful and balanced lives, developing as lifelong learners and stewards, and productively serving a world in need of their gifts." This mission guides our decisions and actions, as we strive to create a learning environment that is both challenging and supportive, fostering the development of the whole child.

In the last fiscal year, we made significant progress on our strategic plan, "Innovate, Adapt, and Thrive." Five key initiatives have been launched, each designed to support the holistic development of our students:

1. **Instituted vertically articulated Learning Competencies:** Limited maximum assessment value to 10 percent of the semester grade.
2. **Conducted extensive homework value explorations:** Researched and implemented Authentic Assessment constructs.
3. **Instituted Backwards Design Principles:** Including Enduring Understandings and Essential Questions.
4. **Began a concentrated effort at educating the adult members of the community:** Started with the structural. Through hard-earned wisdom, we recognize the importance of leading from the top and creating a culture of continuous improvement.
5. **Expanded the school's garden:** Made chapel more student-centered and holistic.

These changes have been guided by a set of principles that emphasize collaboration, resilience, and yield instantaneous, research-grounded results. Though these changes may appear to be the most daunting of the three options, they are also concrete and yield immediate benefits.

In addition to these initiatives, we have focused on creating a work environment that is a safe space to take risks, try new things, and learn from mistakes. We have encouraged professional experimentation and inculcated a culture of fail forward, and iterate.

Encourage professional experimentation. Inculcate a culture of fail forward, and iterate. Create a work environment that is a safe space to take risks, try new things, and learn from mistakes.

### IMPLEMENTATION

Through our work, we have developed a framework of principles and practices to guide our future efforts. Here are five key takeaways from our strategic plan:

1. **Start with the structural:** Through hard-earned wisdom, we recognize the importance of leading from the top and creating a culture of continuous improvement.
2. **Fail forward and iterate:** Create a work environment that is a safe space to take risks, try new things, and learn from mistakes.
3. **Encourage professional experimentation:** Inculcate a culture of fail forward, and iterate. Create a work environment that is a safe space to take risks, try new things, and learn from mistakes.
4. **Never lose sight of or fail to mention regularly the compelling ‘why’ of the work:** To ground all decision making in what is best for the young people in our charge.
5. **Make change culture, growth mindset, and collaboration a mission-driven, whole child-centered, college preparatory educational institution that has a tradition of serving as a safe haven for young people to authentically be themselves. The school’s unshakeable responsibility, even when that work is difficult and complex.

Though our list of lessons learned and cautionary tales is quite extensive, here are the three big takeaways from our strategic plan:

1. **Balance requires humility, perspective, and flexibility:** Balance is a journey that requires time and space.
2. **Balance is a dynamic practice that needs to be taught:** Balance is possible for those who feel valued for who they are.
3. **Balance arises from a sense of purpose and fulfillment:** Balance requires self-awareness and self-moderation.

### DEFINITION OF BALANCE

**Holistic/Spiritual**
- Encourage students to own their spiritual journey.
- Encourage students to explore and discuss their spiritual beliefs.
- Create a safe and inclusive environment for students of all backgrounds and beliefs.

**Pedagogical**
- Encourage students to explore and discuss their pedagogical beliefs.
- Create a safe and inclusive environment for students of all backgrounds and beliefs.

**Structural**
- Encourage students to explore and discuss their structural beliefs.
- Create a safe and inclusive environment for students of all backgrounds and beliefs.

### STRUCTURAL

- Inaugurate the first Senior Retreat.
- Inaugurate the first Senior Retreat.
- Inaugurate the first Senior Retreat.
- Inaugurate the first Senior Retreat.

### HELIODRURAL/SPIRITUAL

- Inaugurate the first Senior Retreat.
- Inaugurate the first Senior Retreat.
- Inaugurate the first Senior Retreat.
- Inaugurate the first Senior Retreat.

### TEACHING AND LEARNING

- Inaugurate the first Senior Retreat.
- Inaugurate the first Senior Retreat.
- Inaugurate the first Senior Retreat.
- Inaugurate the first Senior Retreat.

Thank you, everyone, for your commitment to our mission. Together, we can create a learning environment that is both challenging and supportive, fostering the development of the whole child.