CONNECTING OUR STRENGTHS

The Andover Endeavor
With great enthusiasm, we present Connecting Our Strengths: The Andover Endeavor. In this 2014 Strategic Plan, we set forth a vision to redefine excellence for our contemporary school by reinterpreting Phillips Academy’s foundational values in fresh and inspiring ways.

We launch this effort with the Academy in tremendous shape. Our faculty consistently earn high praise from students and parents. Our programs in the arts, athletics, and academics are as strong as they have ever been. Our benchmarks in admission results, endowment returns, and philanthropy are high. Alumni/ae of both Phillips Academy and Abbot Academy express deep appreciation for the lifelong relationships forged here, often describing their experiences as the most transformative of their lives.

As we chart Andover’s future, this plan asks us to foresee trends in education and in the world at large. We aspire to act with creativity and courage in our work. Today’s society, driven by advances in technology and limitless access to information, presents vast opportunity. Now is the time for us at Andover to generate new possibilities.

Consider the lives of teenagers constantly drawn to their electronic devices. As we take advantage of new technologies, we must, at once, instill in them—and model ourselves—healthy behaviors that keep us physically well, intellectually engaged, and emotionally present.

Consider the future of secondary education. As we focus like a laser beam on the students in our midst, we will continue to share our knowledge—as we have for decades—by publishing our work and by scaling those ideas with the greatest potential to advance the broader education system. The difference is that today’s technologies allow us even greater scope and reach.

On many fronts, the Strategic Plan is already in motion. We’ve broken ground on the new Sykes Wellness Center, launched a study of our campus climate with respect to inclusion, examined our athletic facility needs, and begun a campus master planning process, among other important initiatives.

We are partnering with a number of entities that care as deeply as we do about how students learn, including the MacArthur Foundation and Khan Academy. We introduced the Tang Institute, establishing a center devoted to the art, science, and assessment of learning. Navigating across disciplines with colleagues at Andover and beyond, faculty are experimenting with new pedagogical tools and methods, eager to discover a novel approach or to expand their own view on what works (and what does not work) in the classroom.

Fundamentally, this Strategic Plan calls on us to create a richer intellectual and developmental experience. It is our privilege and responsibility to prepare our students for leadership and service in a world radically different from what any previous generation has experienced.

We are eager to guide their journey while also enriching our own understanding as faculty, staff, and administrators. We are extraordinarily excited about what lies ahead for Andover.

John Palfrey
Head of School

Peter Currie ’74
President, Board of Trustees
Academic Excellence
Academic excellence is the hallmark of an Andover education. Our students, curious and eager to take intellectual risks, secure an exceptional foundation in the arts, humanities, mathematics, and natural sciences through rigorous study in a dynamic residential setting. They are guided by educators who foster independent learning, critical thinking, creative collaboration, and personal well-being.

Non Sibi
Non sibi (not for self)—imprinted on the school seal—speaks to the generosity of spirit to which Andover students, faculty, staff, and alumni aspire. This ethic asks us to think beyond ourselves to the needs of the community; it urges us collectively to ensure that our practices are sustainable. The young people and adults of Phillips Academy demonstrate self-respect, empathy, and commitment; we understand that self-care is a necessary part of being of service to others.

Youth from Every Quarter
Andover’s commitment to an intentionally diverse learning community dates back to our constitutional mission to educate “youth, of requisite qualification, from every quarter.” Today, the Academy’s need-blind admission policy allows us to remain “ever equally open” to talented students from different cultural, geographic, racial, religious, and socioeconomic backgrounds. This diversity enriches the academic and personal lives of all who attend Phillips Academy and prepares them to address global challenges that lie ahead.

Knowledge and Goodness
The union of intellect and integrity guides our daily efforts to prepare students for a lifetime of learning. Thirst for mastery propels our pursuit of academic excellence while application of such mastery for the greater good exemplifies non sibi. Our founders believed that knowledge and goodness together “form the noblest character, and lay the surest foundation for usefulness to mankind.”

Private School with a Public Purpose
Andover has long served as a resource for students and as a partner to educators nationally and worldwide, from Outward Bound and A Better Chance to (MS)², IRT, PALS, and Andover Bread Loaf. Building on this history, we prepare our graduates for active and ethical civic engagement.
Strategic Plan

Since its founding in 1778, Phillips Academy has evolved intentionally, broadening and deepening its commitment to impart knowledge and goodness to youth from every quarter. Visionary leadership has shaped this transformative work; generations of Phillips and Abbot faculty, staff, students, families, and trustees have propelled it. Their efforts have made possible our metamorphosis from two schools, segregated by gender and primarily for the privileged, into a single institution that is proudly coeducational, multicultural, and socioeconomically diverse.

We launch the 2014 Strategic Plan from a position of strength. Given the vast experiences and global roots of our student body, connection becomes at once more possible and more necessary. Our challenge—and opportunity—is to link our students meaningfully to each other, to their school, and to the world. Guided by the principle of financial sustainability, we will concentrate our resources over the next 3 to 5 years on the advancement of three sets of strategic priorities, each indispensable to and often intersecting with the others.

By promoting **Equity and Inclusion** we will move toward full realization of opportunity for young women and young men from a broad spectrum of backgrounds. **Creativity and Innovation** in and out of the classroom will spark the intellectual curiosity of students with wide-ranging academic talents and life experiences. We will weave lessons of **Empathy and Balance** throughout our program, teaching our students to acknowledge their obligations to others and the natural world, to respect diversity of thought, and to value health and reflection.

We focus this Strategic Plan on the quality and fullness of the Andover experience. We will ensure that each of our students appreciates the advantages of living and learning among peers with various perspectives. We will forge new understanding beyond the traditional boundaries of the Academy. We will recognize that *non sibi* calls for civic engagement, self-awareness, and prudent use of resources. We will define and model sustainable excellence born of curiosity and discernment.
Strategic Priorities

- **EQUITY & INCLUSION**
  Marked in particular by the establishment of A Better Chance in 1963, coeducation in 1973, and need-blind admission in 2008, Andover’s evolving definition of youth from every quarter has led to increased access. We continue our progress toward full equity by enhancing our educational program and support systems to prepare our students for life at and beyond Andover. New content, emphasis, and technique will yield deeper understanding.

  **Goal: Nurture the academic and personal growth of all students as they navigate a complex, intentionally diverse learning community.**

  Initiatives:
  - Create and strengthen support structures so that all students may access the highest levels of our curriculum.
  - Integrate our advising, house counseling, and college counseling programs.
  - Embed intellectual inquiry related to race, ethnicity, class, gender, and sexual orientation in our curriculum and other programming.
  - Hire and retain diverse, highly qualified faculty, administrators, and staff committed to upholding our core values.

- **CREATIVITY & INNOVATION**
  Imaginative pedagogy has long distinguished Andover’s academic excellence. To maintain a vibrant and cooperative intellectual community, we must formally implement this pursuit across the curriculum. We affirm a commitment to pedagogical and curricular innovation in which the analog and the digital complement each other. We will use novel and tailored methods to explore a dynamic course of study that introduces different points of view, provides the foundation for rigorous critical analysis, and encourages thoughtful problem solving.

  **Goal: Implement new ideas in teaching and learning informed by the global dialogue on education.**

  Initiatives:
  - Launch the Tang Institute, a collaborative effort to test, assess, and share teaching methods and learning tools.
  - Devote professional development to the exchange of effective pedagogical practices.
  - Develop more experiential, interdisciplinary, and multidisciplinary courses.
  - Support teachers in integrating appropriate technologies as part of their classroom practice.

- **EMPATHY & BALANCE**
  Andover’s founders charged the head of school with convincing students “of the several great duties they owe to…their neighbour, and themselves.” Self-awareness remains just as important today: health, balance, and resilience are essential to a life of sustained and meaningful contribution. But the outward-looking element of this historical imperative has become even more compelling thanks to a student body from around the country and the world. More neighbors with a greater variety of viewpoints await contemporary Andover students; we will teach them to consider their obligations to others and to embrace difference.

  **Goal: Prioritize mutual understanding and individual well-being as essential to a thriving community.**

  Initiatives:
  - Further incorporate social-emotional learning into our educational program.
  - Open the Rebecca M. Sykes Wellness Center for health care and education.
  - Create a comprehensive, multiyear health curriculum.
  - Provide an opportunity for every student to study off campus and experience a different culture.

- **INSTITUTIONAL DIRECTIVES**
  Our goals, ambitious in scope, depend on the implementation of certain institutional directives. More logistical and operational in nature, they must be considered and carried out with reference to each other:
  - Communicate our need-blind admission policy widely as a defining characteristic of Phillips Academy.
  - Build a student-centered daily schedule and annual calendar.
  - Develop a Campus Master Plan that encompasses renovation of our athletic facilities.
  - Create a Climate Action Plan that advances sustainability on campus.
  - Compose a succinct and current expression of the Academy’s mission and purpose.
  - Perform regular assessments of equity and inclusion on campus, considering the interests of all students, staff, faculty, and administrators.
Connecting Our Strengths

EQUITY & INCLUSION
Nurture the academic and personal growth of all students as they navigate a complex, intentionally diverse learning community.

CREATIVITY & INNOVATION
Implement new ideas in teaching and learning informed by the global dialogue on education.
EMPATHY & BALANCE
Prioritize mutual understanding and individual well-being as essential to a thriving community.

“Earnestly wishing that this Institution may grow and flourish; that the advantages of it may be extensive and lasting…”

From the Phillips Academy Constitution
Task Force and Trustees

Months of research, data gathering, and deliberation among faculty, staff, administrators, students, and our extended community of alumni and parents comprise this effort. We are deeply grateful to all who contributed to the process.

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