

*Phillips Academy  
Andover, Massachusetts*

## **A Summary of Goals of the 1996 Strategic Plan**

December 1996

### **EDUCATIONAL PROGRAM**

**Goal:** Phillips Academy will develop, sustain, and renew, in a residential setting, a rigorous educational program which nurtures the intellectual, physical, emotional, social, and spiritual development and well-being of the adolescents confided to our care and nourishes in them a lifelong love of learning, good moral character, and a desire to serve their fellow human beings.

**Rationale:** The educational program is the embodiment of the school's statement of purpose and the means by which members of a diverse student body acquire the knowledge, competence, and values to become productive human beings.

### **FACULTY**

**Goal:** Phillips Academy will hire, support, and retain, in a residential setting, a diverse faculty characterized by these attributes: excellence in teaching in the academic curriculum, the athletic program, the co-curriculum, and residential life; integrity, compassion, enthusiasm, dedication, and an understanding of adolescents and their development; and a willingness to continue to develop professionally and to demonstrate leadership.

**Rationale:** As good teaching stands at the heart of the academy, teachers who possess the qualities mentioned above will best ensure that each student will be enriched in mind, body, and spirit by the Phillips Academy experience, will realize his or her individual potential, and will contribute effectively to Phillips Academy, to his or her home community, and to the world.

### **STUDENTS**

**Goal:** Phillips Academy will attract, support, and educate outstanding "youth from every quarter." We will strive to ensure that each student will be enriched in mind, body, and spirit by the Phillips Academy experience, will realize his or her individual potential, and will contribute effectively to Phillips Academy, to his or her home community, and to the world.

**Rationale:** The academy has, for the over 200 years of its existence, devoted itself to the important work of educating young people so that they will go on to institutions of higher learning and then enter the world with the ability and desire to make a positive impact on the people and the world around them.

### **STAFF**

**Goal:** Phillips Academy will hire, support, and retain a diverse staff characterized by these attributes: excellence in the fulfillment of professional duties; integrity, compassion, and an understanding of adolescents; and a willingness to continue to develop professionally.

**Rationale:** Only with a diverse group of talented and dedicated staff members working in partnership with the faculty will the academy be able to support its students and educational mission.

## **OUTREACH**

**Goal:** Phillips Academy will demonstrate leadership in American education by reaching beyond its student body and through its programs to teach and learn from a larger and more diverse public.

**Rationale:** To fulfill its responsibility as a private institution with a public purpose, Phillips Academy should provide educational resources for children, adolescents, and adults beyond its traditional constituencies.

## **CAMPUS**

**Goal:** Phillips Academy will preserve, maintain, and develop the buildings and landscapes that constitute the common heritage of Abbot and Phillips Academies; provide the best possible educational environment, workplace, and home for the members of its community; and hold the campus in trust for future generations while adapting it to be responsive to the academy's changing needs.

**Rationale:** To encourage excellence and to facilitate learning, Phillips Academy should continue to provide a campus of the highest quality, both functionally and aesthetically.

## **FINANCIAL EQUILIBRIUM**

**Goal:** Phillips Academy will achieve and maintain financial equilibrium marked by a distinguished educational program, a balanced annual operating budget, the preservation and enhancement of the purchasing power of the endowment, and the ongoing maintenance and renewal of the physical facilities.

**Rationale:** The school must be in balance financially to sustain its educational vision and program.

## **EXTERNAL RELATIONS AND DEVELOPMENT**

**Goal:** Phillips Academy will develop lifelong relationships with alumni/ae, parents, and friends and will seek their advice about, involvement in, and financial support for the programs and activities of the school.

**Rationale:** The academy's rich heritage of continuing relationships with constituencies beyond the campus has been critical to its past success and is a vital source of its future support and sustainability.

## **GOVERNANCE / ADMINISTRATION**

### **Goals:**

The trustees, faculty, and administration will lead, govern, and manage the academy effectively through processes that assure communication and trust among the school's various constituencies.

### **Rationale:**

A school will reach its educational goals only if it is well managed through a governance structure that facilitates decisions after adequate communication and consensus building.

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Suggested Addition: **TECHNOLOGY**