



Institutional Vitality

We realize promise by matching our resources to our vision.

Data-Driven Decisions

Develop and resource an Early Years program and facility

- ☑ Launch a Forest Program
- ☑ Expanded Little Friends Child Care, including available facilities
- ☑ Added Reggio-Emilia Program and Atelier

Set a five-year enrollment plan

Increase socio-economic diversity

- ☑ Set five-year enrollment targets
- ☑ Increased financial aid budget by 10% year over year since 2020

Continue to support full participation for all students at Friends Academy

- ☑ Evaluating school-sponsored trips (domestic and international) not covered by financial aid

Increase funding for appropriate staffing, leadership development, and talent recruitment

- ☑ Assess impact of resource allocation on institutional sustainability

- ☑ Developed and used scenario analysis and multi-year forecasting model to assess impact of various variables and conditions

Masterful Planning

Develop a Master Campus Plan to ensure our physical spaces best serve our programmatic vision

- ☑ Building new 21,500 sq three-floor Center for Innovation that will house state-of-the art science labs, innovative programming, Makerspace and new tech environments for all divisions
- ☑ Hire new Director of Capital Planning & Campus Operations
- ☑ Created Active Projects Planning Dashboard
- ☑ Conducting Building Conditions Assessment in progress with National Facilities Direct
- ☑ Refreshing Frost Hall (Phase 1) – all classrooms, corridors, HOS, Admissions, College Counseling, student collab areas; lockers removed

Our Clear & Compelling Story

Restructure and resource the Advancement Office

- ☑ Hired full-time Advancement/Campaign Associate
- ☑ Hired full-time Advancement Administrative Assistant

Restructure and resource the Communications Office

- ☑ Hired Director of Brand & Marketing to oversee branding, image, and digital marketing
- ☑ Expanded Visuals, Social Media, and Communications Specialist to full-time
- ☑ Hired full-time Videographer/Photographer
- ☑ Partner with outside vendors (Pineapple Studios, Direct Development, and Mission Minded)

Launch new brand strategy and school identity

- ☑ Launched new website, viewbook, and Admissions video
- ☑ Translated website to Spanish and Chinese
- ☑ Create content marketing on website and in email outreach (i.e., Quaker Education pillar page)
- ☑ Train all colleagues through branding workshops to create unified messaging

Execute formal internal/external marketing and communications plan

- ☑ Increase social media presence (i.e., organic posts and paid ads)
- ☑ Create downloadable e-books (Quaker Education)
- ☑ Continue to strengthen presence on referral sites (niche.com, Google Ads, other paid digital)
- ☑ Launch new paid advertorials
- ☑ Revamp messaging at open houses in partnership with Admissions

A Diversified Approach

- ☑ Continue to grow endowment



STRATEGIC OUTCOME

New Capital Campaign to deliver innovation in people, place, program

The Board made a strategic decision to invest funds in Friends Academy today and the future. These vital resources have allowed us to **achieve nearly every goal in the strategic plan**. We've added personnel in faculty and staff positions. We've trained, nurtured, and developed our employees, increased salaries, and expanded benefits to retain and attract the best educators to our school. Curriculum and strategic initiative grants opened the door to cross-divisional innovative programming at every level. The **Always Friends \$30M campaign** was launched following the pandemic. While we work to secure donations, a \$32M bond issue will allow us to begin construction on the Center for Innovation now. At the same time, Athletic and campus master plans are in development and will serve as a blueprint for future fundraising and campus advancement efforts.



Left, a Lower Schooler shares at our annual faith exchange, "Holidays with Friends." Right, Upper School faculty engage in professional development.