



# MPH 2025: Advancing Strategic Priorities

# DRAFT

Manlius  
Pebble Hill  
School

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# EXECUTIVE SUMMARY

This report summarizes responses and perspectives from community members who participated in a survey designed to elicit individual opinions about the relative importance of our identified strategic priorities.

## Overview

**MPH stakeholders, representing various constituencies, were invited to participate in a survey that asked participants to:**

- 1) Rank MPH strategic priorities in order from 1 to 6 (with 1 being the highest priority).
- 2) Provide rationale for their ranking choices.
- 3) Offer a word that best describes what MPH represents to them.

**The survey included the following constituency groups:**

- Board of Trustees
- Administration
- Employees (educators and non-instructional staff members)
- Middle School students
- Upper School students
- Current parents and guardians

## Initial Observations

- Trustees, administration, and MPH employees all ranked Financial Sustainability as the #1 priority
- Trustees and the administration had the same ordering for all priorities
- Trustees, administration, and MPH employees ranked Financial Sustainability, Leadership and Faculty Excellence, and Curriculum and Program Development in the top 3
- Current parents also ranked Financial Sustainability in the top 3, placing it behind Leadership and Faculty Excellence (1) and Curriculum and Program Development (2).
- Current students highlighted the following four priorities as most important: Curriculum and Program Development, Student Access and Family Support, Campus and Facilities Improvements, and Leadership and Faculty Excellence.
- Respondents provided compelling arguments for all six priority items.

# 6

## STRATEGIC PRIORITIES

### Curriculum and Program Development

**Vision Statement (DRAFT):** With the well-being of all community members at the center of our mission, MPH will educate and empower students by providing an academic and personal experience that is relevant and engaging, and that prepares our graduates for informed, healthy, active, and meaningful lives.

### Leadership and Faculty Excellence

**Vision Statement (DRAFT):** MPH will employ and support talented professionals through intentional hiring practices, robust professional development opportunities, competitive compensation and benefits packages, and the assurance of a collaborative, healthy, and mission-focused culture.

### Student Access and Family Support

**Vision Statement (DRAFT):** MPH will enroll capable students from a broad range of socioeconomic backgrounds who are eager to engage fully in all dimensions of the MPH education and student experience.

### Campus and Facilities Improvements

**Vision Statement (DRAFT):** MPH will provide the appropriate and safe physical spaces necessary to support an excellent academic and student life experience.

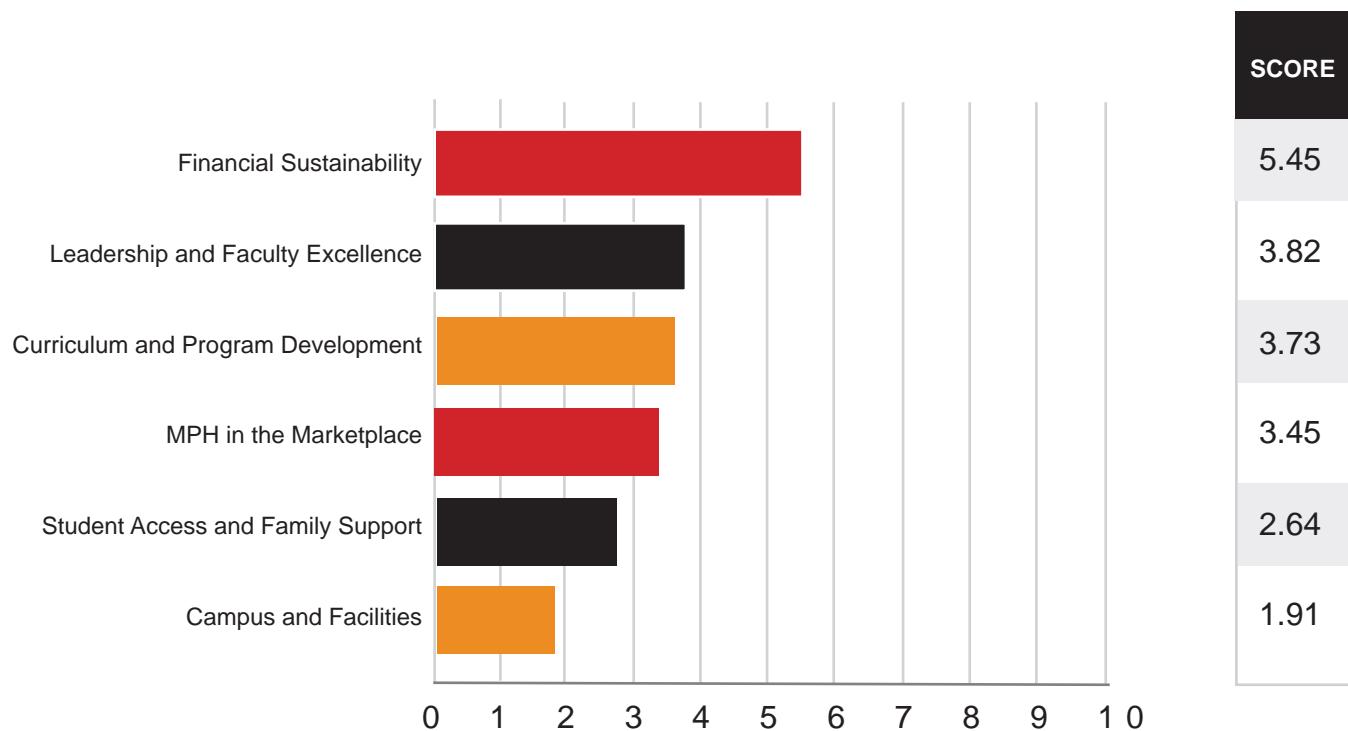
### Financial Sustainability

**Vision Statement (DRAFT):** While supporting the most relevant and compelling education and student experience possible, we will identify goals and develop strategies that create a path to long-term financial health and that better ensure the future viability of MPH.

### MPH in the Marketplace: Telling the MPH Story

**Vision Statement (DRAFT):** Reflecting the essence of our school community and student life experience, MPH will create a coherent and compelling communications strategy, develop a marketing and branding campaign, and customize messaging that is personal and specific to the interests of prospective students and families.

## BOARD OF TRUSTEES PRIORITIES BY THE NUMBERS



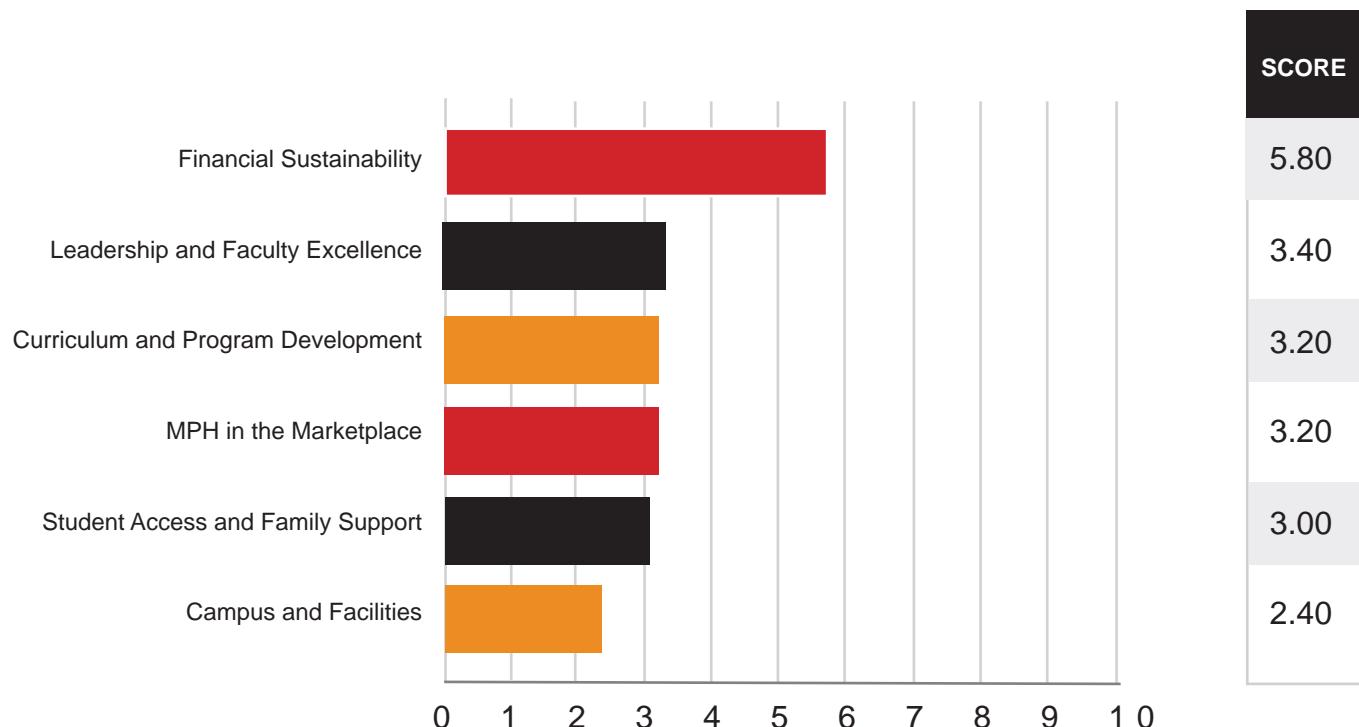
### A Sampling of Trustee Perspectives

*So many of the initiatives mentioned are key to both the financial sustainability of the school that I found it difficult to rank them. I would put sustainability as #1 and all the others tied for #2 if I could.*

*To me, in order to reach financial sustainability, we need to improve our product. Improving our product will drive more people to invest in MPH on a consistent basis because they trust and know the value they and others are getting. Therefore to me, the value MPH provides is around Teaching, Learning, and the relationships students create with excellent faculty members. If we address those top 3 things (oh and then share how our product has improved), we will then be on a path toward financial sustainability for a more consistent period of time.*

*Developing the most relevant and engaging education and experience for our students will serve as the foundation for all of the essential strategic priorities we've identified.*

## ADMINISTRATION PRIORITIES BY THE NUMBERS



### A Sampling of Administration Perspectives

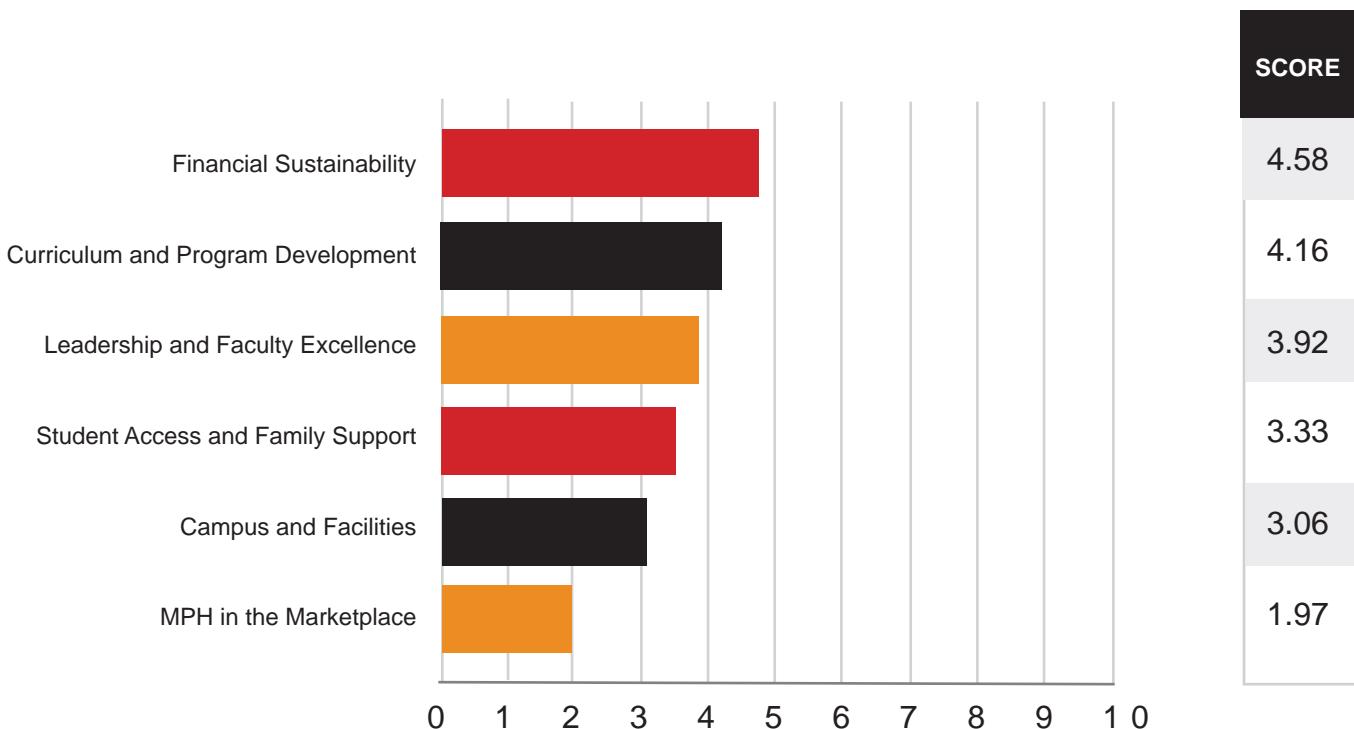
*All of these priorities are on nearly equal footing for me. The degrees that separate them, even #1 from #6, are minute. In order to arrive at a ranking, I prioritized things that haven't received as much attention as other areas. Even with my #1, I'm not as concerned about "MPH in the marketplace" as I am with "telling the MPH story," which is essential for everyone within the community and beyond it. I think we need to figure out the story first, then worry about the marketplace. (And we'll likely need to adapt the story to different segments of the marketplace.) The MPH story has been muddled for the nearly two decades I've been here. This lack of a clear identity has hurt us because it has allowed everyone to make their own MPH story; it allows everyone to define us in their own way.*

*Given the School's current financial situation, financial sustainability has to remain the top priority for MPH in the short and long term. That should be the central focus of any campaign for funding.*

*Without financial sustainability, it will be very difficult to provide any of the other priorities. Healthy finances and excellent facilities will help attract and retain quality families, faculty, staff, etc.*

*The priority of effective leadership and dedication to Mission-driven curriculum/programs is critical, but it cannot endure without financial sustainability.*

## EMPLOYEES PRIORITIES BY THE NUMBERS



### A Sampling of Employee Perspectives

*I believe that a more diverse community would benefit everyone. This is a crucial aspect when it comes to supporting families, but it's equally important in terms of developing curriculum and programs and developing a diverse group of excellent faculty.*

*The marketplace will respond to a compelling product. Focusing on an excellent education and differentiated instruction delivered by quality faculty and staff will drive the rest of our priorities.*

*I think financial stability is important because I worry that the teacher salaries will not allow MPH to keep strong and qualified teachers. I think MPH should focus on raising faculty salaries so that MPH is better able to compete with public schools.*

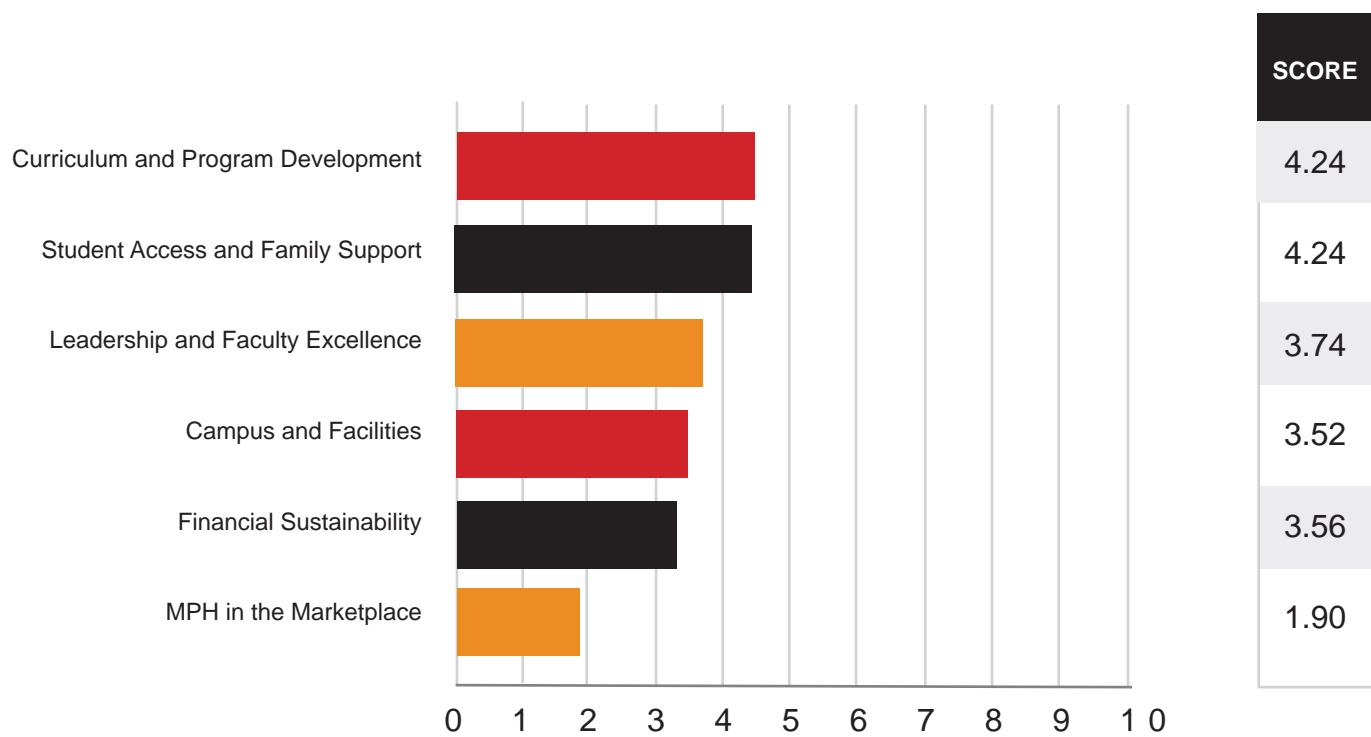
*Above all else, it is vital that MPH become financially sustainable, continue to attract and retain outstanding faculty, and provide a curriculum that encourages individual growth and preparation for life beyond MPH.*

*I believe a strong unique program led by great teachers and administrators supporting a diverse population will help MPH grow in sustainable ways for future generations. I think one of the main attractants to the school is the reputation has developed for offering creative, unique educational opportunities in a welcoming environment in which education is truly valued, as well as community cohesion and core values of democratic life.*

*At this point in time, I think that MPH has a powerhouse faculty and is putting a lot of concerted effort into creating a unique academic experience. My concern is that the limitations of space (facilities) and budgets make it so that not everyone can see the growth potential for the school. I think improving and growing our facilities is the item that would lead to growth in all the remaining areas.*

*Particularly in the LS, the current infrastructure and space setup contain a lot of challenges. I would love to see a truly whole campus approach to ensuring we make changes that make sense and are long lasting. The last several years have been full of changes and quick fixes that are not sustainable and just work until something slightly better happens.*

## MIDDLE SCHOOL STUDENT PRIORITIES BY THE NUMBERS



### A Sampling of Middle School Student Perspectives

*I believe curriculum and program development are the most important because schools are meant to teach.*

*Quality faculty is what makes my day so much better.*

*The most important thing is student access and family support so we have new people and help the people we have now.*

*The reason I believe student access is important is because everyone deserves access at this school.*

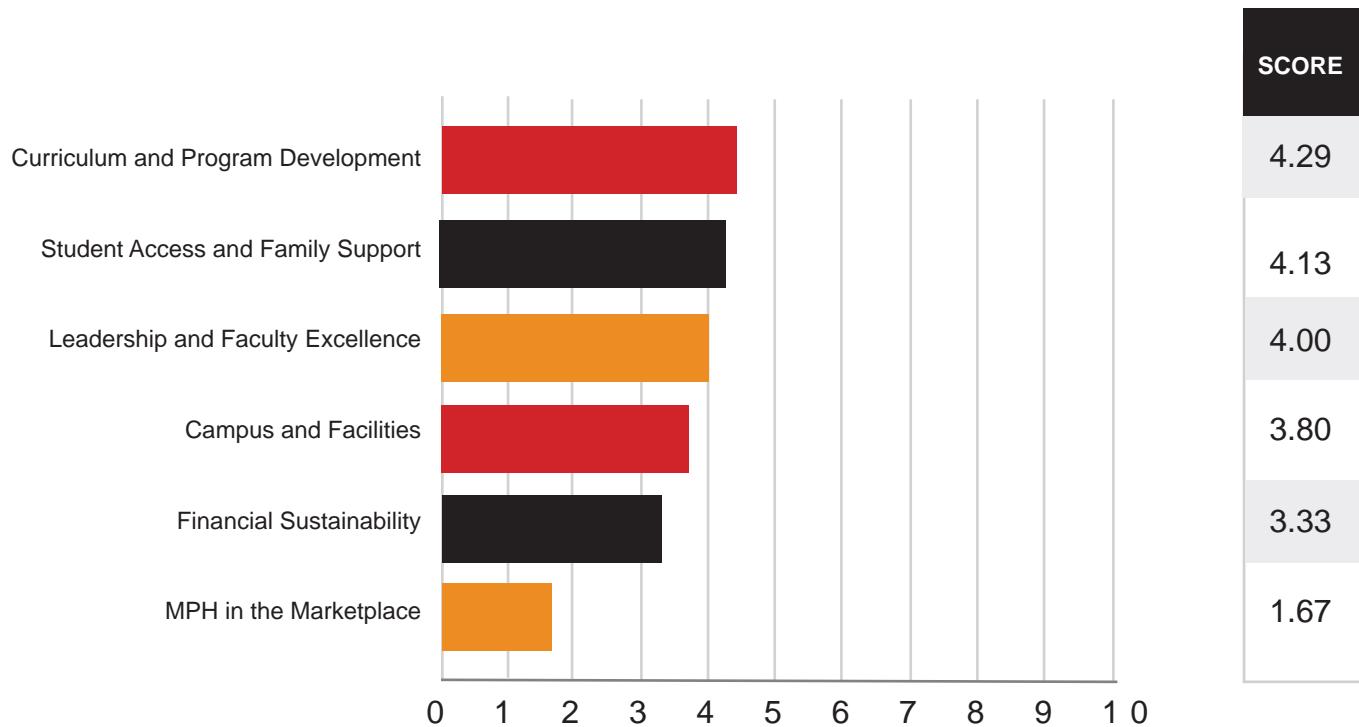
*I believe student access and family support is the most important initiative because it is important to have people from all different backgrounds at school, and everyone deserves a great education.*

*I think that we should upgrade our facilities since the school is quite old, and the buildings are outdated.*

*I believe curriculum and program development is the most important because I would LOVE to learn more.*

*I think we need to have financial sustainability first so we never have to go through the financial crisis again.*

## UPPER SCHOOL STUDENT PRIORITIES BY THE NUMBERS



### A Sampling of Upper School Student Perspectives

*I believe curriculum and program development are the most important because this stirs students' curiosity.*

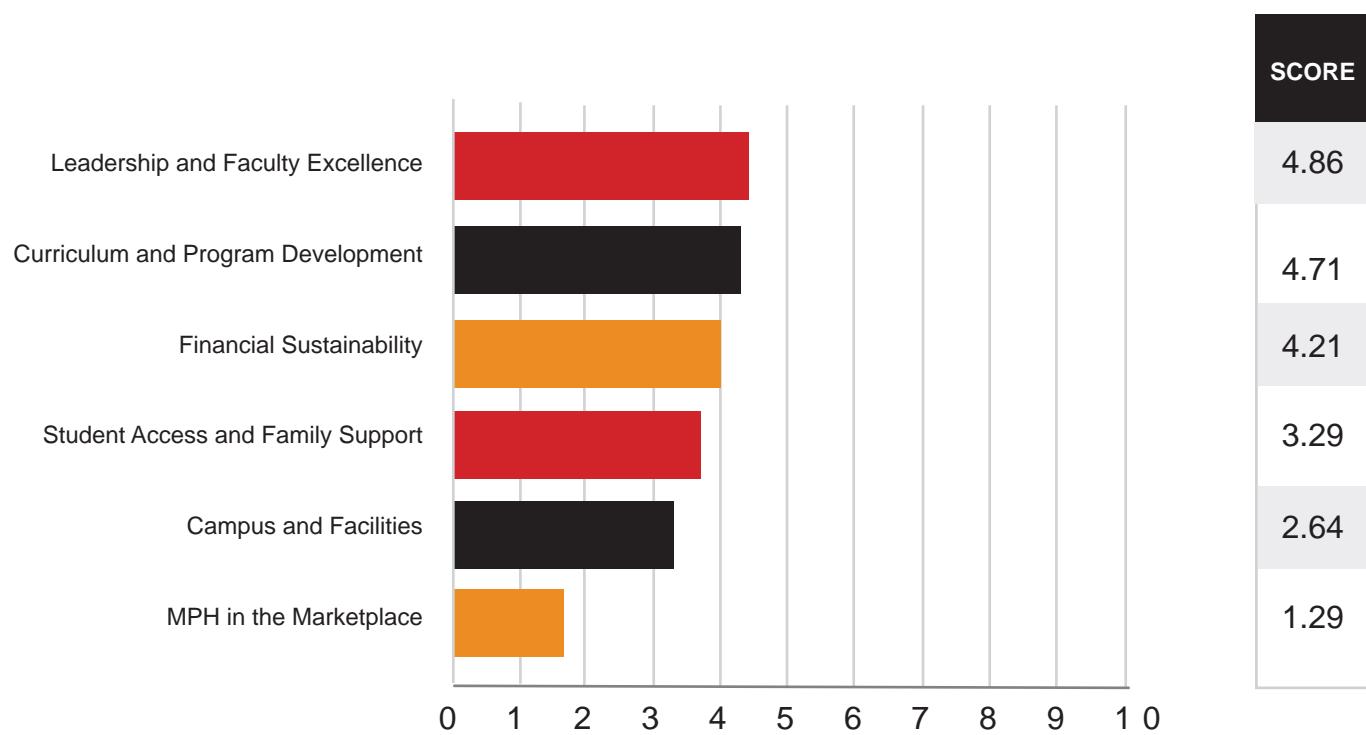
*MPH is a wonderful school and I think it's very important to ensure that it is accessible to as many different types of students as possible.*

*I believe that improvements to facilities are very important, especially with regards to the CIS and Performing Arts departments which I feel have been particularly neglected in facilities in comparison to those departments' goals. Last year we had to sacrifice the fab lab to make space for lower school. I think that the fab lab or a similar maker space facility should be recreated.*

*Facilities and program development have the most impact on student life and satisfaction.*

*I think having a space (like the previous FAB lab) where students can go to create non-traditional art (like videos and 3D printed objects) is necessary for the school and for all students to be appropriately curious about the non-traditional arts.*

## CURRENT PARENT PRIORITIES BY THE NUMBERS



### A Sampling of Current Parent Perspectives

*We need to have a constant look for new ideas, opportunities and approaches that would allow us to keep up with the demands from society and world we live in. Curriculum adjustments and improvements are guided by our current needs so we/our families and kids have a decent and happy life but also will allow us to educate our kids on what to expect and prepare them to deal with the challenges that the future brings to them.*

*I believe recruiting truly excellent teachers is the most important. MPH could have a fantastic program, a diverse student body, and beautiful facilities, but if the teachers cannot keep the children properly engaged and cannot instill knowledge and skills in their students, what is the point? By definition, a school is a place where people go for instruction. Plus, I want my children to be educated while also maintaining other ideals that foster success, such as good emotional health and integrity. I believe this is what an excellent teacher does. I chose Leadership and Faculty Excellence because I believe that is what has made the school so positive for us.*

*A range of strengths among the faculty/leadership can help meet the various needs of the students. It's about more than just the faculty, it's also about how they interact with students and families ... which we have found is truly MPH's best quality. It's very hard to find this in such a consistent way in other schools.*

*All of the 6 priorities lead to well-roundedness at MPH. They are all important. Financial stability keeps the doors open. Leadership and faculty excellence are critical for the culture – which is honestly the most important aspect to my family. MPH is a community that embraces its families. We would sacrifice academic excellence and facilities to ensure that our children are in an environment that accepts and embraces them. It is important to us that they are inspired to grow and be challenged ... doing that means they have to be in an environment that supports them.*

*The walls could be falling down yet they wouldn't notice that if they feel valued. I believe curriculum and program development is most important because I see that as an area where MPH is different from other schools.*

## FROM ALL SURVEY RESPONDENTS ONE WORD TO DESCRIBE MPH



## ADDITIONAL RESPONSES THAT JUST MADE US SMILE

*Because how are you going to go to MPH without your dad/mom.*

*I don't think that students should be asked this because we don't really understand financial sustainability over program development over mph in the marketplace.*

*I think some things are more important for people than others.*

*The bathrooms are broken.*

*I think our school is cool.*

*I believe retaining student access is the most important initiative because it is hard to go on a bus for an hour.*

*I believe curriculum is the most important initiative because we need good education.*

*I believe that students knowing they are cared for and that people want to see them grow is very important for their wellbeing.*

*I believe that the teachers could assign less work altogether.*

*Nothing really, but proving that MPH is higher quality is important because some parents settle on "good enough" like my friend's parents did.*

MPH