



THE NEXT

10

YEARS

at Marlborough

*Strategic Plan*

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*2010-2020*



Dear Marlborough Friends,

One decade ago, Marlborough Trustees established ambitious goals for the future of the School through a strategic plan entitled “The Next Ten Years at Marlborough 2000-2010.” As the result of dedicated leadership, consistent focus, generous support, and diligent efforts of the entire School community, we have much to celebrate at the conclusion of that process, including \$54 million toward the *Leadership in Learning Campaign* and the September 2009 completion of Munger Hall. Yet, in true Marlborough style, we are now envisioning the next decade at our School and addressing new priorities while continuing to “strengthen our strengths.”

For the past 18 months, Marlborough’s Board of Trustees has been engaged in a comprehensive planning process that has included broad-based surveys and input from parents, students, employees, alumnae, and friends of the School. We have examined data comparing Marlborough to local peer schools, all-girls schools, and other national independent schools. We have benefitted from presentations from wise advisors in the area of college admissions, technology, 21st century learning strategies, and research pertaining to adolescent girls’ maturation and brain development. In all discussions and deliberations, we have sought to establish goals for the future that are both aspirational and inspirational. In short, we have set high standards for Marlborough’s continuing role as a national leader in independent school education and the education of girls and young women.

We would like to share with you the summary of our vision for “The Next Ten Years at Marlborough 2010-2020.” The four strategic goals and related objectives outlined herein will serve as the road map that will guide the Board of Trustees, faculty, Alumnae Council, Parents’ Association, and others in the extended Marlborough community as we work collaboratively to implement these exciting initiatives for the School. Certainly, as we focus on the future, we will do so with a great sense of pride in the School’s history, traditions, employees, students, and alumnae.

As Trustees, we are charged with holding the School “in trust”—ensuring its current effective operation as well as boldly planning for its future. It has been an honor to participate in the process of reinforcing Marlborough’s excellence well into the next decade, and we thank the many individuals who contributed their time and ideas on behalf of the School. We look forward to your continued engagement and support as we begin implementation of our Strategic Plan, “The Next Ten Years at Marlborough 2010-2020.”

Carol J. Bennett, M.D.  
President, Board of Trustees

Peter V. Shoemaker  
Chair, Strategic Planning Committee





# History

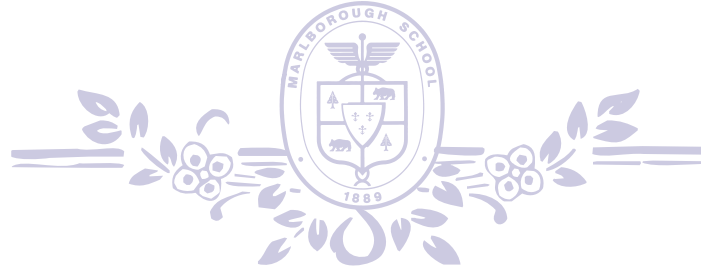
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## *A look back at Marlborough School*

**F**ounded in 1889, Marlborough is the oldest independent girls' school in Southern California, with a rich tradition that began with educator Mary S. Caswell. A woman of great determination and courage, the newly widowed Mrs. Caswell traveled from Maine with her infant daughter to start a new life. Within months of arriving, she founded a boarding and day school for girls in Pasadena, which she relocated the following year to the empty Marlborough Hotel in the West Adams area of Los Angeles. Marlborough School flourished under her leadership, and with enviable foresight, Mrs. Caswell moved her school in 1916 to the newly opened La Brea tract at the corner of Third Street and Rossmore Avenue. Mrs. Caswell's vision for academic and personal excellence and the strategic growth of Marlborough School has remained a tenet for her seven successors: Ada S. Blake (1924-1942), Georgia Caswell Overton (Class of 1897; 1942-1948), Helen P. Mitchell (1948-1962), Virginia L. Jennings (1962-1965), Philip P. Perkins (1965-1970), Robert A. Chumbok (1970-1990), and Barbara E. Wagner (1990-present).

During the 1920s and 1930s, Marlborough began its evolution into a superior college preparatory school as the curriculum underwent its first significant expansion. In 1942, due to wartime conditions, the boarding division of the School was discontinued. Marlborough's Honor Code, the result of a student-led process, was completed in 1952. The 1960s were transformative times for Marlborough when it was sold to the founding Board of Trustees, ushering in a new era for the School as a non-profit institution. Shortly thereafter, the Board launched the School's first capital campaign to invest in new buildings. Over the next 30 years, completion of four subsequent capital campaigns helped establish the School's endowment and The Teaching Fund for faculty salaries; build numerous facilities such as Combs Athletic Center, the Science Learning Center, and Munger Hall; and complete the first phase of the Arden Project, which nearly doubled the campus size and added Booth Field. During this period of time, the ongoing enhancement of academic and extracurricular programs and facilities became a hallmark of Marlborough.

Academic excellence and achievement, coupled with service to others and a strong sense of community, define the School's legacy. Today, Marlborough's student body is representative of the talent and diversity of the greater Los Angeles area; academic, athletic, and arts offerings are extensive and challenging; and college placements are highly competitive and distinguished. Our 4,300 alumnae are well represented in business, education, law, medicine, government, and service to family and community, both locally and globally. Perhaps most importantly, the School's goals and core values, born over 120 years ago, have ensured its place as a national leader in secondary education.



## *Mission Statement*

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**M**arlborough School, founded in 1889, is an independent, urban day school serving a diverse group of young women. The School is committed to delivering a superior college preparatory education in an environment imbued with high ethical values. Marlborough is dedicated to the philosophy that academic excellence, leadership skills, and confidence flourish best in an environment exclusively devoted to the education of young women. The Marlborough community enables each student to develop her fullest potential so that she may become an actively engaged global citizen.



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## Core Values

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### *Community*

Marlborough School is a diverse and inclusive community of students, families, faculty, staff, alumnae, and friends. Through experiences offered within our community, the young women at Marlborough learn to face the world with courage, compassion, flexibility, and commitment.

### *Excellence*

Marlborough School serves as a model of educational excellence and strives to inspire and support each student to achieve her “personal best.”

### *Confidence*

Marlborough School offers an environment in which students are encouraged to discover their potential, increase their competence, develop leadership skills, and expand their self-reliance.

### *Honor*

Marlborough School’s culture is infused with honor, trust, individual responsibility, and mutual respect. The School’s long-standing Honor Code, inspired and created by Marlborough students, serves as a daily reminder of the importance of honesty and integrity in the community.



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## Goal 1

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### *Preparing Marlborough Girls for the Future*

The strength of Marlborough School has been and will always be its students. When one asks Marlborough faculty why they teach at Marlborough, invariably the answer is, “to work with these girls.” To this end, we aim to prepare our students to meet the challenges of the 21st century by enrolling students who are inquisitive, engaged learners; supporting each girl to achieve her “personal best”; and providing exceptional learning experiences that emphasize the fundamentals while capitalizing on innovation and creativity.

#### Objectives:

- Enroll a diverse group of students with the promise of participating fully, achieving their best, and contributing their talents and interests to benefit the community
- Focus on girls as the top priority of the School: their learning, their development, and their experience, including maintaining School/life balance
- Provide a dynamic learning program that makes the years at Marlborough a graduate’s most meaningful educational experience





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## Goal 2

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*Growing, Developing, and  
Sustaining Marlborough*

**M**arlborough thrives today, over 120 years since its founding, because we are “standing on the shoulders” of those visionary and generous alumnae, faculty, friends, and families who have committed themselves to providing the finest education possible for the young women at the School—through their talents, time, and treasures. It is our goal to ensure the School’s future resiliency and flexibility by prudently managing resources and intentionally engaging constituents throughout their lives with a continuum of opportunities to support the School. Through our mutual efforts, we seek to ensure the ever-increasing value of a Marlborough education for current and future generations.

### Objectives:

- Secure the financial and other resources necessary to meet and enhance the School’s Mission
- Invest in employees and students
- Ensure strong financial management
- Maintain, enhance, and expand facilities
- Leverage technology to enhance operations and educational programs





## Goal 3

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*Leading Marlborough Today;  
Leading Marlborough Tomorrow*

**M**arlborough alumnae have earned the well-deserved reputation as leaders in their communities, professions, and peer groups. They are women who inspire others, serve in public office, run companies, lead cities, and mentor others in achieving their goals. Through intentional and creative opportunities for leadership development, coupled with active engagement of our alumnae, Trustees, employees, and parents as persuasive role models and advisors, we seek to instill in all Marlborough students both the competence and confidence so they may become visionary, compassionate, and ethical leaders today and into the future.

### Objectives:

- Establish leadership development as a hallmark of Marlborough School
- Engage and energize all alumnae
- Develop and pursue visionary, innovative, and bold leadership of the Board of Trustees, alumnae, students, and employees







# Goal 4

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## *Engaging Locally, Leading Globally*

In remarks delivered to Marlborough's Class of 1898, the School's founder, Mary Caswell, urged graduates: "Don't wait. Begin something at once. If it be helping those who have helped you...Help with all your might and with all your heart...An education while it brings privileges, brings also responsibilities." Now, over a century after Mrs. Caswell delivered her remarks, we, too, seek to reinforce her message by inspiring, supporting, and preparing our students to become engaged, contributing citizens in their local communities and the world.

### Objectives:

- Preserve and enhance a diverse community as a unique attribute of the School
- Extend the four walls of the School, locally and globally
- Inspire philanthropic spirit and commitment, making giving of one's time, talents, and treasures a lifetime pursuit





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*Strategic Planning  
Committee*

Peter V. Shoemaker, *Chair*  
Judy Belk  
Carol J. Bennett  
Laura Mehren Hotchkiss '86  
Kenneth Karmin  
Gretchen Hartnack Milligan '69  
Katherine Marik Thompson '83  
Martha Taylor Schuur '74  
Barbara E. Wagner

*Board of Trustees*

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John B. Emerson  
Christine Ewell  
Laura Horton Furey '85  
Maureen Haight Gee '74  
Michael Gendler  
Cathy Hession '69  
Mari Snyder Johnson  
David Kaplan  
Kenneth Karmin  
Lydia H. Kennard  
Laura Noll La Shelle '57  
Jennifer Cook Lewis  
Gretchen Hartnack Milligan '69  
Palmer N. Murray  
Michael Parks  
R. Robert Ralphs  
Helen Lho Ryu '79  
James J. Shelton, Jr.  
Peter V. Shoemaker  
Eric Siegel  
Kathy Smith  
Katherine Marik Thompson '83

*Ex-Officio Members*

Carolyn A. Hampton '84  
*Alumnae Association President*  
Linda Vitale and Thelma Waxman  
*Parents' Association Co-Presidents*  
Barbara E. Wagner  
*Head of School*





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*M*arlborough School has been preparing young women  
for leadership and contribution since 1889.

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MARLBOROUGH  
SCHOOL

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