

A STRATEGIC PLAN

COURAGE TO CLIMB

Indian Mountain School

IMS



“We present this plan as a call to action and ask all of us who believe in IMS to have the courage to climb.”

—Jody Soja & Maria Horn





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COURAGE TO CLIMB

Ask any student what IMS represents to him or her, and you will hear a reflection on community—a community where all members lead and contribute; where friends and rivals treat each other with respect; where students take risks, fall down, and get back up again, often with the helping hand of a classmate or teacher; where relationships with teachers are strong, specific, supportive, and challenging; where each child is known and believed in deeply by a tapestry of teachers, coaches, and advisors so that each will develop and demonstrate the courage to climb.

Our strategic plan builds on that legacy. We've affirmed and articulated our core values and used them to guide us in designing an increasingly engaging, transformational, and relevant learning environment for our students and teachers. So many IMS students have benefitted from the experience of learning and living in our community during the formative years of their education. Our "Portrait of the IMS Student" captures all that we aim to do and be as a community of learners, while we build deep connections between people, our environment, and the passions that give us purpose and joy. We are integrating our greatest strengths as the foundation for learning:

Our Setting
Life Through Service
Our Commitment to Engagement

We present this plan as a call to action and ask all of us who believe in IMS to have the courage to climb. Achieving our vision will call upon our skills, resources, and focus, but the path up our mountain is clear and inspired by the courage IMS students demonstrate every day. Join us as we commit to the journey ahead.

Jody Reilly Soja
Head of School

Maria Horn
Board of Trustees President

MISSION



Indian Mountain School inspires in each member of our community the courage to climb, the joy to create, the passion to learn, and the spirit to contribute in kind and meaningful ways.



HONESTY

— WE —

Engage with others truthfully and authentically

Uphold the highest standards
of academic honor

Act with integrity and have a
strong moral compass



OUR CORE VALUES



COMPASSION

WE

Exhibit empathy and care for others

Focus on the needs of the community

Understand others' challenges
and offer support



RESPECT

WE

Seek to understand others' feelings
and perspectives

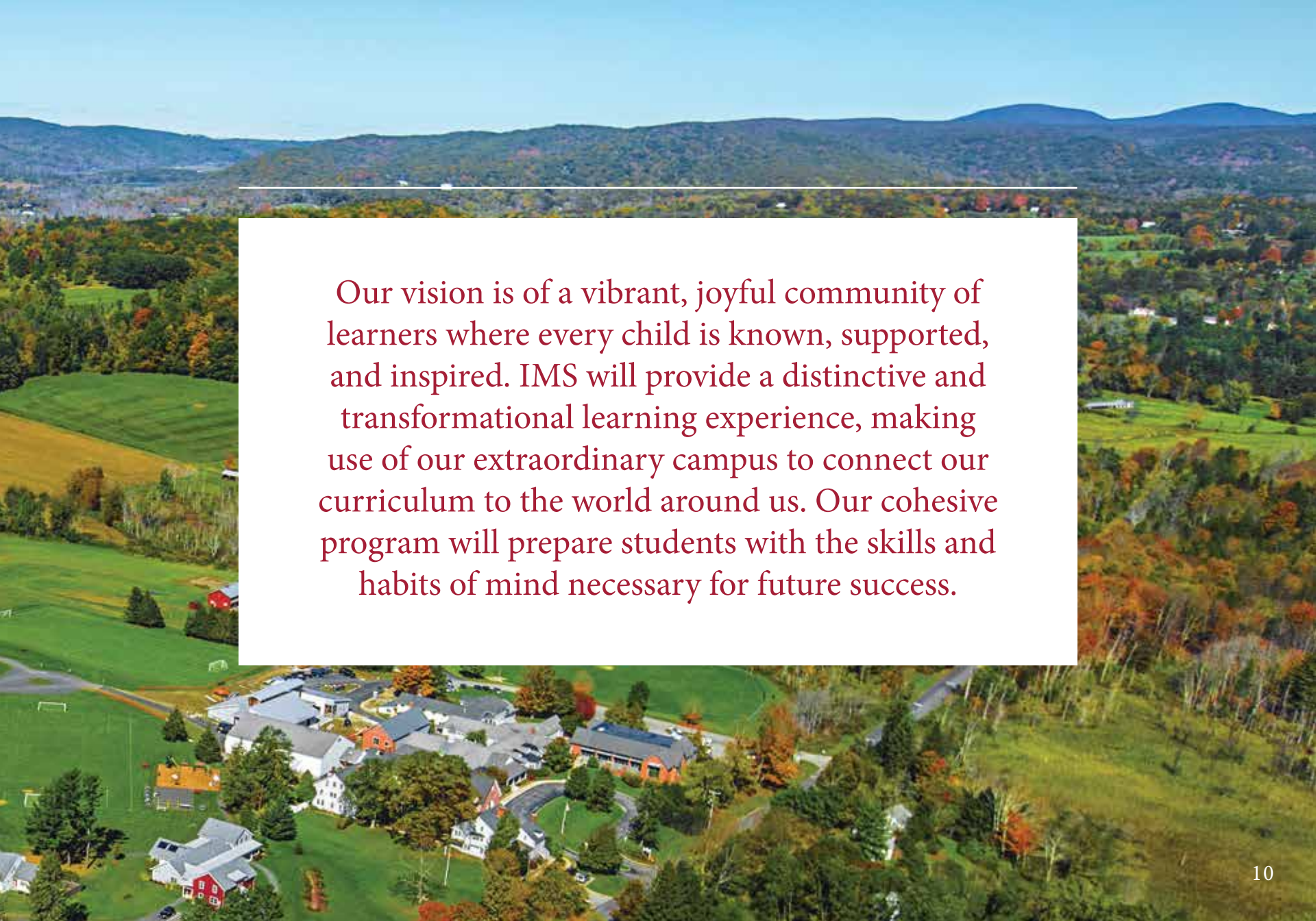
Act in kind and considerate ways toward
others in the community, in the
classroom, and on the playing field

Use language that demonstrates
esteem for others



An aerial photograph of a golf course and surrounding landscape. The foreground shows a large green golf course with several holes and a clubhouse. The middle ground is dominated by dense, colorful forests in shades of green, yellow, and orange, suggesting autumn. In the background, rolling hills and mountains are visible under a clear blue sky. The text "STRATEGIC VISION" is overlaid in large, white, serif capital letters on the left side of the image.

STRATEGIC VISION

An aerial photograph of a school campus, likely IMS, set against a backdrop of rolling hills and mountains. The campus features several large, multi-story buildings with grey roofs and red brick accents, interspersed with green lawns and trees. A prominent red barn-like structure is visible in the lower-left corner. The surrounding landscape is lush with green fields and dense forests, with some trees showing autumnal colors. In the distance, a range of blue mountains stretches across the horizon under a clear blue sky. A white rectangular text box is centered over the middle of the image, containing a paragraph of text in a dark red, serif font.

Our vision is of a vibrant, joyful community of learners where every child is known, supported, and inspired. IMS will provide a distinctive and transformational learning experience, making use of our extraordinary campus to connect our curriculum to the world around us. Our cohesive program will prepare students with the skills and habits of mind necessary for future success.

STRATEGIC PRIORITIES



OUR COMMUNITY AS A CLASSROOM

Students who learn and live well in their community understand how to make a positive impact.

WE WILL

Emphasize community traditions, gatherings, and programming that reinforce the Core Values and instill a playful school life

Enhance the quality of life for all on campus by investing in facilities, residential programming, and staffing

Increase collaboration across divisions

Ensure optimized facilities for community gathering and activities

OUR MOUNTAIN AS A CLASSROOM

Our campus provides unique opportunities for experiential learning, outdoor play, and personal growth.

WE WILL

Re-imagine use of the mountain to optimize the outdoor adventure program and provide access to our natural setting

Integrate our curriculum with our natural resources in order to develop students' critical thinking and curiosity, as well as physical health and well-being

Commit to environmental stewardship through our curriculum

STRATEGIC PRIORITIES



LIFE THROUGH SERVICE

Our founding motto endures as a motivating principle for our community and program.

WE WILL

Deepen our commitment to service by integrating it more strongly into the daily life of the school

Re-imagine and redefine what service means by engaging in discussions throughout our extended community

Expand environmental sustainability projects to use as learning experiences while protecting our natural resources

TEACHING FOR RELEVANCE AND PURPOSE

Teachers and students benefit from a collaborative learning environment informed by research, reflection, and ongoing feedback.

WE WILL

Design a learning experience that aligns with our priorities, our values, and our knowledge of each individual student

Update and map the school-wide curriculum

Invest in professional development that supports institutional goals for effective pedagogy and curriculum design

STRATEGIC PRIORITIES



FOR IMS

As we approach our centennial in 2022, it is our responsibility to ensure we can advance our mission and vision to benefit future generations of IMS students.

WE WILL

Ensure we have the facilities and technological infrastructure to support our programmatic choices

Balance enrollment to support a robust program while providing a high level of attention to all students

Focus the scope of our co-curricular programmatic offerings for alignment with our vision and to enhance the student experience

Optimize the organizational structure of the school in order to align it with our vision and priorities

Grow philanthropy and the endowment by engaging the community in our vision—and inviting their participation in the future of IMS

PORTRAIT
OF AN
INDIAN
MOUNTAIN
STUDENT



IM

A SCHOLAR

CURIOUS

I want to know more about the world and my classmates; I ask questions and listen actively in pursuit of academic growth.

COLLABORATIVE

I learn from my peers and enjoy working together as a team to come up with new ideas and solve complex problems.

GLOBALLY AWARE

I have lived, studied, and played with classmates and peers from around the world, and I appreciate the importance of different perspectives.

IM

A COMMUNICATOR

PRESENTER

I am able to share my ideas and my work in a variety of settings.

ADVOCATE

I have the confidence to articulate my strengths and challenges. I ask for and offer support for myself and others.

LISTENER

I am engaged and open to multiple points of view.

PORTRAIT
OF AN
INDIAN
MOUNTAIN
STUDENT



IM

A CITIZEN

COMMUNITY LEADER

I use my skills and values to think critically about my community and the world, to build relationships, and to identify needs and create solutions.

PURPOSEFUL

I understand the value of and engage in service to my community.

ENVIRONMENTALLY AWARE

I appreciate and value the natural environment I live in and actively do my part to care for it.

IM

COURAGEOUS

ADVENTUROUS

I seek new challenges, opportunities, and activities and trust those around me for support.

RESILIENT

I am not afraid to fail and can achieve difficult ends with grit and humor.

ADAPTABLE

I can be a scholar, athlete, and artist and will use a variety of skills to grow. I am open to exploring the unknown and ready to embrace all surprises.



“The small community at IMS makes me feel HAPPY, comfortable, encouraged, and confident.”

—Lisa, grade 9



OUR PROCESS

OUR METHOD

- 7 surveys completed by alumni, parents, students, and faculty
- 9 focus groups of parents, students, alumni, and faculty/staff
- 8 presentations to parents, alumni, faculty, and staff to provide updates on strategic planning progress
- Data aggregation from all sources
- Three two-day off-sites with the Greenwich Leadership Partners: June '16, November '16, April '17
- 4 Strategic Planning Committee meetings
- Dozens of Steering Committee meetings
- Board Reports in October 2016, January 2017, March 2017, and June 2017

OUR TEAM

Strategic Planning Committee

Andrew Bogardus P '19 '20

Maja Clark P '24 '26 '28

Heather Eckert, Director of Admissions P '26

Lori Garofalo, Trustee P '15 '17

Stephen Garofalo '17

Alex Hodosy, Dean of Faculty

Rich Horosky, Faculty Member P '24 '28

Kamal Ibrahim '17

Andrew Kryzak '98

Dylan Mattes, Trustee '93

Lorraine Richardson McCray P '16

Hayden Riva '17

Thomas McGlone,

Faculty Member P '05 '07 '09 '11

Aaron McNally '84

Ore Tejuoso '18

Anna Traggio, Trustee P '16 '18 '20 '22

Strategic Planning Steering Committee

Jody Soja, Head of School P '22 '24

Maria Horn, President of the Board P '12 '14 '16

Cheryl Sleboda, CFO/Business Manager

Justin Vagliano, Trustee '89, P '14 '20

Chriffo Sanger, Trustee '86, P '18 '20

Sarah Breakell, Faculty Member



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