



FOREVER **FORWARD**

2025 Strategic Plan



OUR MOMENT



Extraordinary things are happening at **Thayer**.

Students, educators, alums, families, and supporters are engaged like never before. There's an added sense of excitement in our hallways and across our community; a sense of possibility, of momentum—a sense that we are about to embark on the next chapter of a remarkable journey together.

That sense is more than just a feeling—it's a fact. Thayer is in an undeniable position of strength, thanks to a strong foundation built over nearly 150 years. That foundation has allowed us to work together to adapt and respond to an ever-evolving educational landscape. Today, we can proudly say that Thayer is ready to face the future with confidence.

Now is our moment to affirm our strengths and build on our legacy to chart a bold path forward. A path where Thayer leads

the way in offering an education that is responsive and forward-looking; one where students engage with diverse people, ideas, and opportunities so that they may rise to honorable achievement and contribute to the common good.

As we move forward, we're guided by five principles of a Thayer education. These statements clarify not only what we value but how we achieve our goals. We strive to be a school where:

1. Relationships matter most.
2. Innovation drives excellence.
3. Real-world engagement and service are essential.
4. Effective communication is paramount to success.
5. Diversity strengthens learning, achievement, and our mission.

These five principles run throughout our strategic plan and will shape the ways we turn our initiatives into reality.

Just as the traditional singing of “Thayer, Thayer Forever” at Last Chapel marks the beginning of a bright future, so too does **Thayer Forever Forward**. With a profound appreciation for the best of our school's history and culture, and with a commitment to continue building on Thayer's incredible momentum, it's time to move forward.

Chris Fortunato, JD, MSW P '26, '28
HEAD OF SCHOOL

James Coughlin P '24, '26
CHAIR, THAYER ACADEMY BOARD OF TRUSTEES



OUR PROCESS



We engaged our entire community throughout the strategic planning process. Beginning in the fall of 2023, working groups composed of faculty, staff, and trustees convened to discuss key parts of the Thayer experience—people, program, campus, and finances—sharing their expertise and recommendations to define our direction. Then, in early 2024, we conducted focus groups with parents and guardians, alums, former trustees, and student leaders, all of whom provided valuable insights and ideas that shaped our thoughts and priorities. We are deeply grateful to the entire community for their participation.





OUR MISSION

Thayer Academy's mission is to inspire a diverse community of students to moral, intellectual, artistic, and physical excellence so that each may rise to honorable achievement and contribute to the common good.

OUR VISION



Deep student engagement is the key to transformative learning in an increasingly complex and rapidly changing world. Thayer is committed to being a regional and national leader in student engagement so that each student can find the purpose, relevance, and joy in learning that leads to lifelong growth, fulfillment, and success.

Thayer achieves profound engagement by ensuring students are truly **known**, **connected**, and **prepared**.



Our students are **known**.

We forge deeply meaningful educator-student connections that empower students to be authentic, understood, and seen for who they are and aspire to be.

Our students are **connected to the world.** Thayer both brings our students to communities around the world and welcomes outstanding practitioners and leaders to our campus to inspire our students and enhance their global engagement.

Our students are **prepared** to adapt to a changing world.

Thayer is laser-focused on teaching and practicing with our students the specific and most valuable skills needed to navigate and lead in a rapidly evolving and technology-driven future.



The seal of Thayer Academy is a circular emblem. It features the text "THAYER ACADEMY" around the top inner edge and "BRAINTREE, MASS." around the bottom inner edge. In the center, there is a sunburst design with the year "1877" below it.

Thayer's enduring commitment to student engagement inspires our entire community to explore, adapt, innovate, and collaborate. We cultivate genuine curiosity, courage, and resilience so that students can embrace diverse and dynamic opportunities while understanding the ethical responsibility to improve communities near and far.



OUR STRATEGIC PRIORITIES

Guided by our enduring commitment to Thayer's long-term health, we will concentrate our work and resources over the next five years on the advancement of three essential strategic priorities. Each priority is mutually reinforcing and designed to leverage our historic strengths while expanding on our recent successes.

Together, they ensure Thayer will remain a first-choice school for talented students, athletes, artists, and leaders.

Our Strategic Priorities

PURPOSE AND IMPACT

Expand and deepen access to community and global engagement opportunities to inspire our students to make a difference.

INITIATIVES

- ▶ Launch two named interdisciplinary academic centers that offer comprehensive, coordinated, and evolving programs that equip students with the skills they need to thrive: the Center for Global Engagement and the Center for Business Studies.
- ▶ Create and expand partnerships with leading academic institutions and other organizations, public and private peer schools, and the town of Braintree to enable Thayer students to better learn and serve the common good, both locally and globally.
- ▶ Continue to expand and endow financial aid, tuition remission, and the Thayer Academy Collaborative to enable a diverse array of students, including the children of faculty and staff, to have the transformative Thayer experience.
- ▶ Develop a long-term environmental sustainability plan that integrates sustainability principles and practices into all Thayer programs and operations so our school can further manage our natural resources and campus facilities responsibly, reduce our environmental impact, and minimize our contributions to climate change.



Our Strategic Priorities

INNOVATION AND COLLABORATION

INITIATIVES

- ▶ Build a state-of-the-art, highly flexible, and effectively sized Upper School academic facility focusing on innovation, cross-disciplinary, and cross-divisional collaboration to enable classes and teams of students, faculty, alums, and surrounding community members to convene in scholarship.
- ▶ Create a named Center for Excellence in Teaching and Learning to further catalyze and develop industry-leading scholarship and educational programs implemented by educators at Thayer and across the globe.
- ▶ Launch faculty summer innovation institutes to provide funding, time, and expertise to enable and inspire our teachers to generate new courses, projects, teaching methodologies, and more.
- ▶ Explore the addition of a January term, seminars, and other opportunities for every student to pursue an interest or passion as part of their Thayer education, increasing meaningful engagement and developing key leadership skills.

Amplify Thayer's tradition of curricular and pedagogical innovation to generate ideas that transform and elevate the Thayer experience.





Our Strategic Priorities

STRENGTH AND WELL-BEING

Prioritize investments in our people, programs, and campus to sustain personal well-being and financial health.

INITIATIVES

- ▶ Initiate Thayer's most ambitious capital campaign to date, focused on substantially growing the endowment, elevating annual fund giving, and supporting capital projects.
- ▶ Amplify competitive and flexible compensation, benefits, and work schedules to attract, retain, and support diverse and exceptional faculty and staff with the financial security and quality of life that enable them to best serve our students.
- ▶ Enhance health, wellness, counseling, and community and belonging programs and resources across the school.
- ▶ Reimagine or create enhanced "third places" around wellness, athletics, and school programming to maximize Thayer's deeply connected community experience.
- ▶ Grow and introduce income-generating auxiliary programs that complement and/or underwrite core Thayer programs.



OUR FUTURE TOGETHER

Today marks not the end of our planning, but the beginning of our bright future. For nearly 150 years, we have fostered intellectual curiosity, joy, and a lifelong commitment to the common good. Now, realizing our ambitious goals will require all of us to work together. As we make progress, we will eagerly share updates and ways the entire community can support Thayer. Our hope is that every member of our school will lend their minds and spirit to our collective effort, just as we lend our voices to the chorus that proudly proclaims “Thayer, Thayer Forever.”



To learn more, visit
thayer.org/foreverforward



Join us as we go
**FOREVER
FORWARD**
together.

Acknowledgments

TRUSTEES

Michael Joe P '17, '20, *Chair, Thayer Academy Board of Trustees (2020–2023)*

Jimmy Coughlin P '24, '26, *Chair, Thayer Academy Board of Trustees (2023–2026)*

Danya Abrams Sr. P '20

Tavares Brewington

Donavan Brown '01

Kenneth Carberry '08, *Ex-officio as President of the Alumni Board*

Rachel Card P '27, '29

Abe Ceesay P '27

Michael Curry P '26

Guy Daniello P '22, '26

Elaine DeLuca P '20, '21

Rob DeMarco '86 P '19, '21, '26

David Devine P '25, '30

Jim Dowden P '26, '28, '30

Joe Farmer P '23

Lauren O'Neill Goff P '31

Jen Havlicek P '18, '21, '21

Teresa Hsiao '03

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Leigh King P '21

Greg Lally '92 P '22, '25, '26, '28

Michael McNally P '22, '24, '27

F. Marie Morisset P '26

Jeanine Murphy P '24

Jeff Robinson P '26

Andrew Sullivan P '23, '25, '29

Chris Sullivan '95

STRATEGIC PLAN WORKING GROUPS

CAMPUS

Tavares Brewington, *Trustee*

Heidi Brown, *Upper School History Faculty*

Chris Cameron, *Upper School History Faculty*

Rob DeMarco '86 P '19, '21, '26, *Trustee*

Jeff Dwyer P '31, *Director of Enrollment*

Andy Gibson P '21, '22, '25, *Middle School Academic Dean*

Teresa Hsiao '03, *Trustee*

Michael Joe P '17, '20, *Trustee*

Todd Martin P '27, '28, *Director of Safety & Security*

Bobbi Moran, *Athletic Director*

Destiny Palmer, *IDEA Department Co-Head*

Amy Perry, *Director of Southworth Library*

Kyle Spenser, *Director of Information Technology*

FINANCIAL STRENGTH

Tom Chiari P '22, '22, *Upper School Academic Dean*

Jimmy Coughlin P '24, '26, *Trustee*

Guy Daniello P '22, '26, *Trustee*

Elaine DeLuca P '20, '21, *Trustee*

Jackie Fellini P '24, *Director of Finance*

Melissa Tuthill Forger '92 P '25, '28, '29, *Director of Advancement & Engagement*

Chris Fortunato P '26, '28, *Head of School*

Galen Hamann P '31, *Middle School Director*

Greg Lally '92 P '22, '25, '26, '28, *Trustee*

Justin Maloney, *Upper School Math & Computer Science Faculty*

Julaine McInnis, *Chief Financial & Operations Officer*

Mike McNally P '22, '24, '27, *Trustee*

Chris Sullivan '95, *Trustee*

Amanda Taylor, *Upper School Math & Computer Science Faculty*

PEOPLE

Peter Brooks P '32, *Assistant Head of School for Academics*

Michael Curry P '26, *Trustee*

Maureen Driscoll P '21, '23, '25, '27, *Associate Director of Admissions*

Joe Farmer P '23, *Trustee*

Blodine Francois, *Middle School Librarian*

Kim Gilmore, *Upper School World Languages Faculty*

Jen Havlicek P '18, '21, '21, *Trustee*

Maureen Sullivan Keleher P '24, '26, '28, '29, *Upper School Dean of Faculty*

Mysha Kuhlmann, *Director of Counseling*

Jane McCarthy, *Executive Assistant to the Head of School*

Jamal Middlebrooks, *Upper School History Faculty*

Jeanine Murphy P '24, *Trustee*

Cicily Shaw, *Director of College Counseling*

Anni Zukauskas '94 P '28, '29, *Upper School Visual Arts Department Head*

PROGRAM

Danya Abrams Sr. P '20, *Trustee*

Donavan Brown '01, *Trustee*

Kenny Carberry '08, *Ex-officio Trustee, as President of the Alumni Board*

Rachel Card P '27, '29, *Trustee*

Don Donovan P '10, '13, *Upper School Science Faculty*

Jim Dowden P '26, '28, '30, *Trustee*

Erica Dunne P '27, '32, *Upper School Hale Learning Center Director*

Kristan Gately P '28, *Upper School Dean of Students*

Matt Ghiden, *Director of Diversity, Equity, Inclusion & Belonging*

Leigh King P '21, *Trustee*

Emmett Knox, '04, *Digital Media Coordinator*

Ariel Maleh, *Upper School Math & Computer Science Faculty*

Thad Robey P '17, '19, *Co-Director of College Counseling*

Lynette Sumpter, *Upper School Director of Studies*

Jed Wartman P '30, '32, *Assistant Head of School for Student Engagement*

FOCUS GROUP PARTICIPANTS

THAYER FAMILIES

FORMER TRUSTEES

ALUMS

STUDENT LEADERS

Luke Driscoll '25

Tessa Harper '26

Compton Jones '27

Tyler Monaghan '25

Meghan Sloan '25

Aaravsinh Vaghela '27